A2072-2

Interservice

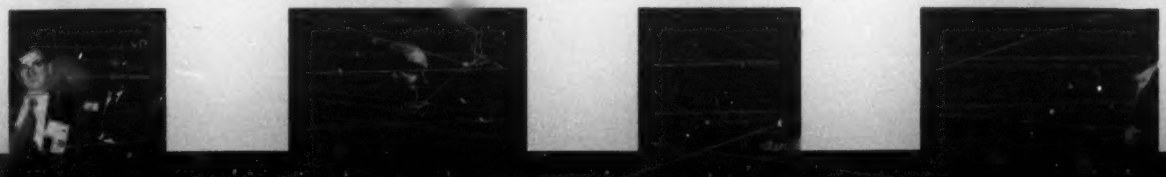
THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION

WINTER 1982

PARTNERSHIP for PATRONS

A Community's Commitment

ALSO IN THIS ISSUE • Commissary and Exchange Store Managers Directory Featuring DeCA's DODAACs



Interservice

THE QUARTERLY JOURNAL FOR THE INTERNATIONAL AND MILITARY/GOVERNMENT MARKETING PROFESSION

Publisher and Executive Vice President/ Richard D. Murray
Vice President Operations/Bill Irwin
Vice President of Military Relations, Commissary Affairs/Alan Nissalke
Vice President of Military Relations, Exchange Affairs/Dick Tessier
Editor/Herman Marshall
Advertising Manager/Lisa Strauss
Director of Membership/Todd A. Friedeman
Director of Meetings/Matthew R. Murphy
Executive Secretary/Tonya Young
Administrative Manager/Rachel Day
Accounting/Bookkeeping/Maurice Branch
Legislative Manager & Systems Administrator/Bill Ogilvie
Public Affairs Manager & Military Relations Assist./Patricia Bartosch
Publications Assistant/Melisa Auerbach
Meetings Assistant/Ann Riddle
Receptionist/Rosa Thurston

INTERSERVICE STAFF

Herman Marshall, Editor
Melisa Auerbach, Publications Assistant
Lisa Strauss, Advertising Manager

Interservice (ISSN 0273-7485 Published quarterly by the American Logistics Association, 1133 Fifteenth Street, NW, Suite 640, Washington, DC 20005. Telephone: (202) 466-2520. Fax: (202) 296-4419. Telex: 65024594939. Second-class postage paid at Washington, DC and additional mailing offices. Statements of fact and opinion are the responsibility of the authors alone and are not necessarily those of the ALA. Responsibility is not assumed for the return of unsolicited material.

Copyright 1990 by the American Logistics Association. Materials may not be reproduced by any means without written permission from the Association.

Subscription rates for members are $20, which is included in the dues. U.S. subscription rate to non-members: $20 one year; foreign subscribers add $5. Single copies (current year): $10 (U.S.); $15 (foreign). Subscribers are requested to notify promptly of any address change. Advertising rates on application. POSTMASTER: Send address changes to American Logistics Association, 1133 Fifteenth Street, NW, Suite 640, Washington, DC 20005.

Printed in the U.S.A. by Byrd Press, Richmond, VA. Pre-press services by Byrd Data Imaging Group, Springfield, VA. and by Design Imaging, Washington, DC.

Cover design by Eason Associates Inc., Washington, DC.

VOLUME 12, NUMBER 1 WINTER 1992

BROKERS/MANUFACTURERS REPS

Changing Roles

BY KAREN McBETH

Brokers and manufacturers reps have taken more work on themselves. Although we do not know what the future will hold, we do know the role of the broker will continue as a valued partner in the military resale system. **26**

NEW CATEGORIES

Exchanges Have More to Offer

Over the past year, the biggest boon for the exchanges has been sales in the major appliance category. **38**

AGE

Bridging the Age Gap

BY PROMO

Today's seniors are anything but old. They're active, wealthy and part of the fastest-growing segment in U.S. history. So why are marketers ignoring them? **44**

NEW PRODUCTS

New Products, New Realities

BY BILL GORMAN, et.al.

The American evolution took some dramatic turns in the 1980s, but new product teams have remained in hot pursuit of the times and trends. **46**

REPRINTS

The Credit Boom, By Michael Garry: Sparked by lower rates, hundreds of stores have begun accepting credit cards. But can they really afford to? *Grappling with the P Word for 1992* By Jeff Black: The focus for leather makers for the coming year can be summed up in one word: price; *Retailers Are Far From Blase About New Casual Dress Shirts* By Elena Hart: Strong Spring Bookings to date are reported. **53**

FACTS & FIGURES

ALA's 1992 Commissary and Exchange Managers Directory

The directory of the resale system's store managers. Included in the listing are names, addresses, phone and fax numbers, and DODAACs for commissaries. **59**

DEPARTMENTS

6 **THE VIEWPOINT**
8 **ACRONYM BLIZZARD**
10 **PROFILE**
14 **WHAT'S BREAKING...**
18 **THE ASSOCIATION**
20 **PROFESSIONAL MEETINGS CALENDAR**
95 **ALA COUNCILS & CHAPTER PRESIDENTS**

BRIDGING THE AGE GAP

Today's seniors are anything but 'old'. They're active, wealthy and part of the fastest-growing segment in U.S. history. So why are marketers ignoring them?

Americans are growing older—but not old. Yes, the distinction is subtle. But if you've been around long enough to remember World War II, you are—statistically, at least—richer, healthier, more active, better educated and more independent than any other group your age in history.

You're also a member of the fastest-growing market segment in the country. According to U.S. Census figures, you and your cohorts are the biggest spenders in the nation, accounting for $900 billion in purchases and 70 percent of America's net worth. So why are marketers ignoring you? Because those who think they know you still have a lot to learn.

Len Hanson, author of *Life Begins at 50*, lays the blame on thirtysomething brand managers who can't relate to people nearly twice their age. "Most retirement communities today are building tennis, not shuffleboard courts," he points out.

"There's a mystique about the mature market," says Helen Harris, president of Helen Harris Associates, a Westport, CT-based mature market consultancy. "Companies have spent big money on demographic research, but haven't stopped to look at who these people are."

Frank Conaway, president of Prime Life, Inc., an Orange, CA, firm specializing in mature market advertising and public relations, says many companies don't have a strategy for targeting older consumers. "It's a mistake to lump seniors into a single category," he says. "It takes more than big type to reach this group. You have to appeal to a totally different set of values and attitudes," he says.

While the reasons vary, the experts agree that a golden opportunity awaits those who know how to reach this affluent quarter of the U.S. population.

Socially and Financially Secure

Senior consumers today reside in financial security and account for heavy spending on a range of consumer goods and services. A 1988 Yankelovich study revealed that consumers age 50 and over purchase 46 percent of all decaffeinated coffee; 40 percent of all health products; 37 percent of all over-the-counter drugs; and 43 percent of all automobiles.

They are also active: 67 percent walk regularly for exercise; 62 percent go to restaurants; 56 percent exercise regularly; 29 percent take day trips; and 25 percent traveled during the last year.

"Many companies are missing the boat," says Harris. She says marketers' fears that associating their products with an older audience would alienate younger consumers are based on outdated stereotypes. Such thinking, she says, misses the fact that seniors tend to be more brand loyal and more likely than younger consumers to buy on quality rather than price.

"If an older person is concerned about a few wrinkles, she's going to buy the best sun screen available," says Harris. "A younger person might opt for a cheaper brand."

Promotion Responsive

"As consumers begin to move through the 50-65 age range their priorities begin to shift," says Harris. They have more free time and more spending power, which is a winning combination for promotion marketers who know how to tailor their offers to seniors.

Samples, coupons, sweepstakes that offer prizes for their grandchildren, promotions that require them to get involved, —all are especially effective techniques for motivating the mature market.

Older consumers respond particularly well to coupons and product samples, according to Ken Dychtwald, author of *Age Wave*, a book about the 50-plus market. "Becoming 50 today doesn't mean you're fixed in your ways," Dychtwald says. In fact, his research indicates that mature consumers are eager to try new things, but often they need an incentive.

They may not lay out the money to try a new brand of coffee, says Dychtwald, but they'll try a free sample and if they like it, they'll switch.

Older consumers tend to have a greater feeling of appreciation and comfort in responding to promotions, says Dychtwald. "They recogonize promotions as part of the way they've always bought products and they appreciate getting an incentive that saves them money and makes their lives more comfortable and satisfying."

Heavy Redeemers

Seniors out-redeem younger coupon users by nearly 30 percent, a trend that is spawning a number of programs designed to get manufacturer coupons and promotion offers into the hands of older adults.

- Mature Market Media *(PROMO*: Sept. '91), Iselin, NJ, is planning to launch an FSI early next year which is to be delivered to five million mature households via senior market newspapers.
- MarketSource Corp., Cranbury, NJ, is launching a network TV-supported co-op next May that is designed to reach one million 50-plus consumers in the retail marketplace twice a year, according to Rick Mangione, a company executive, via a targeted, self-selecting in-store sample program. Called PrimeTime, the program is being jointly developed by MarketSource and The Medicine Shoppe, a St. Louis-headquartered chain of 900 pharmacies in 47 states.

- The Senior Network (*PROMO*: Sept. '91), Stamford, CT, is a system of wallboards set up in 1,000 senior activity centers across the country featuring advertising messages, editorial matter and take-one coupons and other promotion offers keyed to identify the market in which the coupon was picked up.
- Donnelley Marketing's New Age direct mail co-op is mailed to 13 million households in the company's consumer database. Marketers can select 50-64 or 65-74-age households.
- Larry Tucker, Inc.'s Active Adults co-op reaches 17.5 million households with couples ages 50-65. Test mailings to one million 65-plus households are scheduled for February and August of next year.

Speaking their Language

Delivering your promotion offer is only part of the battle. Getting seniors to pay attention to it is just as critical. Although older consumers tend to spend more time opening and reading their mail, they won't respond to an offer that doesn't speak to them on their level.

A life insurance company successfully targeted older consumers through a recent Tucker mailing with an offer that said "Grandparents, this life offer is for you." "Nowhere on the ad did the copy deal with their grandchildren," notes Larry Tucker. "The offer was approached subtly. It got the consumers emotionally involved and made them more responsive to the message."

Dr. George Mochis, Ph.D., director of Mature Consumer Affairs at Georgia State University, cautions marketers to avoid making incorrect assumptions about the mature market that can lead to mis-directed marketing strategies that alienate an entire segment of the market.

He cites popular senior citizen discount programs as examples of a promotion technique that often misses the mark. "If you compare the participation levels in most senior membership discount programs to the cost of maintaining the programs, you'll find their effectiveness relatively low," says Dr. Mochis. He suggests two reasons. Many older people are offended by having to pull out their drivers' licenses or birth certificates to qualify and others simply have no use for the products being offered.

Most marketers still have not fully realized the potential of the mature market as a discreet and important group to target with special promotions and special media, says Jeffrey K. McElnea, president of Paramus, NJ-based promotion agency Einson Freeman and president of the Council of Sales Promotion Agencies. Population trends are "indisputable that this group will be the largest market from a spending standpoint" in the coming years, he says. "Today's senior market is tomorrow's mass market." ■

Reprinted with permission from the November 1991 issue of ***PROMO*** *Magazine.*

WHAT DO SENIOR CONSUMERS BUY? *EVERYTHING*

Over-50 consumers are among the heaviest users of many product categories. Here are just a few.

Products used/consumed in 50-plus households	Usage (%)	Avg. packs used in last 7 days (%)
Grocery		
Cold cereals	83.0	3.3
Hot cereals	37.0	2.4
Canned soup	45.5	1.8
Dry soup mix/cubes	23.5	1.4
Natural cheese	65.0	1.8
Cottage cheese	56.9	1.7
Grocery		**in last 30 days**
Canned/jarred fruit	57.4	4.1
Canned vegetables	54.6	6.5
Yogurt	40.6	7.0
Flavored gelatin	38.3	3.0
Kitchen		
Aluminum foil	86.6	2.8
Plastic kitchen wrap	81.8	3.4
Scouring pads	57.9	3.0
Oven cleaner	17.1	1.1
Beverage		**Avg. cups in last 7 days**
Carbonated cola	25.1	4.1
Diet/sugar-free	36.9	5.0
Ground coffee reg.	50.2	10.0
Decaffeinated	29.7	7.3
Instant regular	17.9	6.2
Instant decaf	22.1	5.4
Tea	43.2	6.1
Instant iced tea	28.5	5.0
Vegetable juice	32.0	2.9
Health & Beauty		**Used in last 7 days**
Toothpaste	92.2	86.1
Mouthwash	60.3	54.8
Shampoo	84.3	75.5
Creams/oils	83.0	75.1
Nail Polish	47.3	40.5

The Mature Approach

Tailoring your promotion to the mature market requires careful attention to the offer itself. Older Americans will respond to and participate in promotions that encourage involvement, appeal to their emotions and provide real value, but only if the message is communicated correctly. Here are some dos and don'ts to keep in mind when designing your next senior promotion.

Do

- Use dignified, active models who look 6 to 10 years younger than the targeted audience.
- Feature social settings with males and females where appropriate.
- Stress love, security, socialization and authority.
- Use short paragraphs with easy-to-read personalized messages.
- Use large large, simple type.
- Minimize perceived risk by guaranteeing your offers.
- Use endorsements only if believable.
- Use incentives with 15-25 percent higher values than those offered to the general population.

Don't

- Use condescending language or euphemisms for age.
- Use undignified circumstances in offers or ad copy.
- Use cartoons.
- Use small, elaborate or oversized type.
- Require complicated response action.

New Products, New Realities

The American evolution took some dramatic turns in the 1980s, but new product teams have remained in hot pursuit of the times and trends.

By Bill Gorman and Prepared Foods Editors

The 'Eighties! What a decade for new product development! *Gorman's New Product News* tracked more than 70,000 new food products in those 10 trend-setting years, and more than 10,000 in 1990!

And despite countless vows to cut the cost and failure rate of new products, the numbers continue to climb. Simple extrapolation suggests 172,000 new products will be introduced between 1990 and the year 2000 with 20,000 of them significant entries. Dubious projections? Perhaps. But we can almost certainly count on a constant climb in new products for years to come.

Why this perpetual proliferation of food products? Four factors stand out: First, consumers are ever-changing. They are influenced by global currents, lifecycle changes, economic conditions, shifting social values, and sheer curiosity. Second, scientific and technological progress never ceases. Third, competitive pressure, now worldwide, is relentless.

And, lastly, these forces don't lead to chaos in a free-market system. Instead they lead to progress, advancement and economic success.

What have we learned in the past 10 years about important consumer groups? Let's start with age distribution.

According to the American Frozen Foods Institute, more than two-thirds of surveyed children under the age of 13 are preparing one or more unsupervised meals a week. ConAgra's Kid Cuisine, Tyson's Looney Tunes, Libby's for Kids', and Kid's Kitchens are rapidly following long-time kids favorites like Franco-American and Chef Boyardee into the fray.

Moving up the age spectrum just a bit, 50% of teenage girls and about 30% of boys do the family's grocery shopping on a weekly basis. Teens are thought to be less brand loyal than their parents, so be reminded of the importance of brand-building activities for this next generation.

How about baby boomers? You can't say "baby boomer" without also saying "working women." About 75% of all women in this age bracket are working

TOP 20 NEW FOOD PRODUCT CATEGORIES IN LAST DECADE

- "Light" anything
- Single-serve entrees, side dishes, desserts
- High fiber cereals and bread
- Surimi-based seafood
- Dried fruit snacks
- Pasta sauces and pasta varieties
- Ramen soups
- Microwave breakfast and luncheon entrees
- Rice cakes
- Non-dairy spreads
- Dry beer
- Fat free desserts, cheeses, salad dressings
- Poultry-based luncheon meats, sausages
- Herb and flavored teas
- Fresh and frozen yogurt
- Oat bran cereals, breads, muffins, etc.
- Mexican sauces, entrees, condiments, flavors
- Wine coolers
- Flavored and juice-based waters and seltzers
- Aseptically packaged juices and drinks

TOTAL NEW FOOD PRODUCTS

Year	Number	Change
1984	5,396	--
1985	5,617	4%
1986	6,107	9%
1987	7,866	29%
1988	8,183	4%
1989	9,192	12%
1990	10,301	17%

The rate of new product growth has varied, but the long-term trend remains up.

today.

In the 1980s, we discovered the importance of health as a consumer food-related benefit. The aging of the baby boomers has accelerated the trend toward healthy eating.

We also discovered nostalgia in the '80s. We rediscovered the '50s and 60s and other eras of distinctive styles in publications like *Memories* magazine, in ads, in products, and in TV. Again, this love of the past is clearly related to the aging of the baby boomers.

Maturing America and the new man

In the '70s, we heard, "Women's liberation means men's liberation, too?"

Well, men's liberation may have arrived. The '90s could be the era of the "New Man." This guy is tough, tender and vain. He washes dishes, and diapers babies. He cries, and, God bless him, he shops. The often quoted statistic from a joint 1985 study by Campbell Soup and *People* magazine is that 77% of men qualify as major food purchasers.

Do you know the significance of July 20, 1988? On that date, the largest population segment in the country shifted from traditional 18-34 year olds to the 35-59 group. In fact, the median age of consumers is now 40, and life expectancy is 75. By the year 2020, there will be about 52 million Americans over 65 years of age.

Particle markets

The mass market of the '50s and '60s gave way to the segmented markets of the '70s and the smaller niche markets of the '80s. This continued downsizing of the fragments can be seen in "particle markets" as we move into the '90s.

These break out as follows:

- parents
- fathers
- the physically fit
- the unfit
- downscale
- upscale
- workers
- entrepreneurs
- women in charge
- housewives

FIFTEEN MOST SIGNIFICANT NEW PRODUCTS OF LAST DECADE

- Stouffer Lean Cuisine
- ConAgra Healthy Choice
- Nabisco Teddy Grahams
- Frito-Lay Cool Ranch Doritos
- Lipton side dishes
- Hormel Top Shelf entrees
- Dial Foods Lunch Buckets
- PepsiCo's Diet Pepsi Cola
- Oscar Mayer Lunchables
- General Foods Jell-O refrigerated puddings
- General Mills Honey Nut/Apple Cinnamon Cheerios
- Heinz Weight Watchers grocery product line
- Alberto-Culver Mrs. Dash Seasonings
- Stokely Singles portion pack vegetables
- Carnation Contadina fresh pasta and sauces

Marty Friedman, editor of *Gorman's New Product News* placed Lean Cuisine and Healthy Choice at the top of his list of most significant food products of the '80s. The big four criteria were convenience, taste, health and quality. Historically, convenience, taste, and quality have always been major factors in food product success. Will they be so in the future? You bet. Notice, too, that all 15 of these big hits came from well-established marketers with strong corporate and individual brand identities.

This last "particle" is particularly interesting. The whole idea of consumer mass marketing began with "housewives" in the '50s, and here they are again!

Two points need to be made. One relates to the advances in the science of marketing. Our ability to discern and describe consumer groups is quite refined. At one time, analytical chemists measured in parts per million. Now they do so in parts per billion. So, it is, too, with marketers today. They can detect and identify minute distinctions between demographic groupings and do their target marketing with a telescopic sight.

Value shift

American values remain in flux. After decades of social upheaval, the '90s may be wonderfully, wholesomely dull. Michael Novak, director of social and political studies at the American Enterprise Institute, wrote a piece entitled, "You Can Go Home Again" in a September issue of *Forbes*. The first shock of the '90s, he suggested will be the discovery that the new trendsetter is the heartland, the Midwest. Everything that the aging baby boomer wants, from good family relations and good food to regular, satisfying lives can be found in the Midwest.

The magic in marketing is partly in that the consumer does constantly change and partly in that we also exercise enormous creativity in finding new, vital, exciting, and meaningful ways to think about, describe and even motivate consumers.

Forever victims?

To paraphrase Martin Luther King, I have a dream. I have a dream that some day consumers will form the Apple Growers Defense Fund; that America's consumers will stage a mail-in campaign to thank the food industry for giving them the safest, most diversified and lowest cost food supply in the world; that food companies will invest in explaining the benefits of their food technologies to consumers instead of leveraging every consumer-activist generated controversy against the competition, and that Phil Sokoloff will be caught eating and enjoying a Big Mac.

NEW FOOD PRODUCTS 1990-2000

Year	Total new foods*	"Significant" new foods**
1990	10,301	1,296
1991	11,888	1,417
1992	13,068	1,568
1993	14,374	1,724
1994	15,811	1,797
1995	17,392	1,987
1996	19,121	2,295
1997	21,033	2,523
1998	23,136	2,776
1999	25,439	3,053
2000	27,983	3,419

*estimated at 10% annual growth

**estimated at 12% annual growth

Linear projections could lead us to expect 200,000 new products, with 24,000 "significant" new foods, by the year 2000.

The events of the past few years underscore a growing conflict between society and technology, and the food industry is caught smack in the middle.

The food industry gets creamed every time a consumer activist group finds some new issue to hang a fund-raising hat upon. Why is it that our society finds it so easy to dismiss the opinions, findings, and conclusions of the scientific community and the regulatory agencies while feasting on the often ill-motivated, often unfounded charges of anti-industry demagogues who deftly manipulate the press. Consumers have forgotten that food was the leading cause of disease and death at the turn of the century. Consumers have forgotten because we let them forget. We are our own worst enemy in this.

Even worse we cater to that image with advertising campaigns that harken to a paradise lost—a paradise that was lost when we let food technology tamper with our food supply, so consumers are led to believe. If consumers don't want science messing with the purity of their food supply, we reason, we must fool them by hiding what we are offering them. That view is shortsighted because it inevitably pulls the rug out from under the very technologies the basis of our food supply.

Perhaps we need to focus more on what Dan Best, *Prepared Foods*' Technical Director, has to say. In his recent book, "Food Product Development: From Concept to the Marketplace," he adds a "Fifth P" of marketing, "Perspective."

Our industry is adept at exploiting the other four "P's:" product, promotion, price, and place, but we still need the perspective to master the intricate meshings of politics and science that confront our industry today. We must be able to perceive how our products and technologies will impact society beyond their immediate impact in the marketplace.

Let's take recycling, for example. Unfortunately, many of today's stop gap solutions may prove to be illusory as consumer consciousness progresses along the environmental learning curve. We must avoid quick-fix "green packaging" alternatives of limited life expectancy.

Biodegradability was too good to be true. It was, and it remains, a phony solution that all-too-eager marketers and technologists rode to an early end. Consumers embraced its conceptual appeal and industry eagerly fulfilled its desires, until the technical community politely asked what these materials were supposed to degrade into? Now, it turns out, even biodegradable materials scarcely degrade under landfill conditions. The public, to no one's surprise, eventually saw through the hype. How much will that lack of perspective ultimately cost us in public good will?

Today, the food industry is *correctly* mobilizing its resources toward the execution of sounder strategies, such as source reduction and recycling, in that order. Accomplishing these goals will demand a very strong partnership between the technical and marketing communities.

In fairness, no food processor can afford to focus on single issues when designing a packaged product. Much of what we term "packaging waste" is really "convenience," presented to consumers in the form of plastic trays for microwavable foods, for example. Consumers may want "green packaging," but they also want food safety, quality, and convenience, all of which are products of packaging.

Research from the ad agency, Kurtzman/Slavin/Linda, found that average consumers just weren't very willing to pay more for environmentally friendly products. Even among consumers who claimed to be environmentally concerned, very clear trade-offs are made.

Among the environmentally sensitive, many are willing to pay more money for a "green" product vs. an identically performing less "green" one that costs less. Few, however, are willing to give up functional performance. And fewer still would exchange convenience for "greenness."

Society vs. technology

Let's look at another society versus technology issue. A proliferation of health claims has truly evolved into the golden goose of marketing. How many of them will stand the test of time? If we take care that our health claims evolve in tandem with the state of nutritional knowledge, that golden goose may survive for decades to come. If, however, we pursue every health fad helter skelter to reach next year's sales goals, we can be assured that the public and government regulators will kill that goose.

And it won't stop there. How much effort and money will it take to restore consumer credibility? How will the industry be able to disentangle itself successfully from a tightening web of regulations imposed by the combined efforts of consumer activists and legislatures seeking a media quick-hit. It will indeed be the consumer activist

industry's greatest coup if we help them establish the food industry as the "bad guys" in consumers' minds. This is a particular concern as labeling claims receive closer scrutiny.

Pesticide residues, irradiation, food toxins, packaging, bST, and misleading health claims—these decade of the '80s issues offered great opportunities yet made our industry more vulnerable. These were not just technology and marketing issues, they were and are societal issues. Tomorrow's issues will be: environmentally friendly and safe packaging, ingredients, derived from biotechnology, cost and availability of ingredients, the microbiological manipulation of foods and ingredients, pesticide-resistant corps, cancer fighting, nutritionally enhanced products and designer foods.

Companies that anticipate the social impacts of these issues can bring their technological resources to bear to develop solutions to the problems their products and technologies will inevitably engender. These companies will take the "Fifth P," perspective, straight to the bank.

Whether the issue is environmentally friendly packaging or nutritional health claims, the solution may not be less science and technology and more marketing, but more science and technology and less marketing. Science and technology don't evolve overnight, however. They demand long term, fixed commitments and the ability to foresee tomorrow's critical social issues. It is a process that requires marketers and technologists to work hand-in-hand.

So, instead of bickering and engaging in "no-win" but endlessly confusing consumer campaigns over which products have the best bran, the lowest calorie, or are the least technologically intensive, we should point out to consumers that:

- the food industry is far from being one of the major polluting industries;
- that the food industry's record on product safety is exemplary, especially when viewed from a global perspective;
- that food technology has not only guaranteed Americans access to good nutrition, but has empowered consumers to make their own nutritional choices in how they select what to eat;
- that food technology's gift of convenience in food preparation has freed consumers to pursue economic wealth and leisure time pleasure;
- that the technology of food production, storage, processing and distribution have all combined to give American consumers the lowest cost food supply in the world.

Need we go on? In short, let's take time out to give consumers a better sense of perspective. Let's make "get together" our theme for the '90s. ■

Reprinted from ***Prepared Foods New Products Annual, 1991,*** *Volume 160, number 4, with permission of Gorman Publishing Company.*

FIFTEEN MAJOR NEW PRODUCT DISAPPOINTMENTS IN LAST DECADE

- Campbell's Fresh Chef/Fresh Kitchen refrigerated foods
- Nabisco, Duncan Hines, Frito-Lay, Keebler soft cookies
- Low alcohol beers
- Branded fresh vegetables from Campbell, Green Giant, Dole
- General Foods Culinova upscale entrees
- General Mills Benefit/Kellogg Heartwise psyllium cereals
- Kraft Applause/General Mills Chicken Helper/Lipton Chicken Tonight/French's Joy of Chicken and other chicken preparation foods
- Busch's Zeltzer Seltzer
- Frito-Lay McCracken Apple Chips
- Campbell's Le Orient/Heinz Candlelight Dinners and other over $3.00 frozen dinners
- Coca-Cola New Coke and Cherry Coke
- Kellogg's Witney Yogurt
- Pepsi-Cola Slice
- Jolt Cola
- General Mills Cake Lovers Collection cake mixes

Along with monumental success came dismal failure and surprising disappointments in the '80s. One lesson: you don't have to miss by much to be a failure. Low-alcohol, no; no-alcohol, yes. Another lesson is that the race is long. Soft cookies looked awfully good for a few years. What did these products have in common? In many cases, the price was too high for the perceived value. This is a marketing misdemeanor that consumers will always detect and punish. Questionable health benefits and quality failures added to the list.

Inter vice

SPRING 1982

ALA's 11th Annual Commissary Sales Report

ALSO IN THIS ISSUE: • Congressman Lancaster Is Our Man on the Hill • The Changing Role of the [illegible] • Exchanges — Adapting to the Times by William J. Shanley, Jr. • DeCA and ALA: Training [illegible] • LTC Holmes Says...

Interservice

THE QUARTERLY JOURNAL FOR THE INTERNATIONAL AND MILITARY/GOVERNMENT MARKETING PROFESSION

Publisher and President/ Richard D. Murray
Vice President Operations/Bill Irwin
Vice President of Military Relations, Commissary Affairs/Alan Nissalke
Vice President of Military Relations, Exchange Affairs/Dick Tessier
Editor/Herman Marshall
Advertising Manager/Lisa Strauss
Director of Legislative Affairs/Bill Ogilvie
Director of Membership/Todd A. Friedeman
Director of Meetings/Matthew R. Murphy
Director of Public Affairs & Military Relations Assist./Patricia Bartosch
Executive Secretary/Tonya Young
Administrative Manager/Rachel Day
Accounting/Bookkeeping/Maurice Branch
Publications Assistant/Melisa Auerbach
Meetings Assistant/Ann Riddle
Receptionist/Rosa Thurston

INTERSERVICE STAFF
Herman Marshall, Editor
Melisa Auerbach, Publications Assistant
Lisa Strauss, Advertising Manager

Interservice (ISSN 0273-7485) Published quarterly by the American Logistics Association, 1133 Fifteenth Street, NW, Suite 640, Washington, DC 20005. Telephone: (202) 466-2520. Fax: (202) 296-4419. Telex: 65024594939. Second-class postage paid at Washington, DC and additional mailing offices. Statements of fact and opinion are the responsibility of the authors alone and are not necessarily those of the ALA. Responsibility is not assumed for the return of unsolicited material.

Copyright 1992 by the American Logistics Association. Materials may not be reproduced by any means without written permission from the Association.

Subscription rates for members are $20, which is included in the dues. U.S. subscription rate to non-members: $20 one year; foreign subscribers add $5. Single copies (current year): $10 (U.S.); $15 (foreign). Subscribers are requested to notify promptly of any address change. Advertising rates on application. POSTMASTER: Send address changes to American Logistics Association, 1133 Fifteenth Street, NW, Suite 640, Washington, DC 20005.

Printed in the U.S.A. by Byrd Press, Richmond, VA. Pre-press services by Byrd Data Imaging Group, Springfield, VA.

Cover design by Eason Associates Inc., Washington, DC.

VOLUME 12, NUMBER 2 SPRING 1992

DISTRIBUTORS
THE CHANGING ROLE of the DISTRIBUTOR
BY KAREN McBETH
Despite being closer to their manufacturers, distributors find that their business has, in some ways, become less stable. However, a good distributor can handle all kinds of customers. **25**

MWR: TOPS IN BLUE
Super Bowl, Bob Hope, Desert Storm, "Touch of Gold"
Tops In Blue is the Air Force's world renown entertainment group featuring a troupe of active duty military member performers. **38**

EXCHANGE ISSUES
Exchanges—Adapting to the Times
BY William J. Sharkey, Jr.
The Russians are no longer coming! Clearly, exchanges must adjust to changes such as a declining patron base. Cooperative ventures is the way of the future. **40**

DPSC's PIPELINE
Supplying the Distribution Centers Overseas
BY Jeffery L. Holmes, LTC USA
Dramatic change is in order in how we must do business to support overseas commissaries. Here are some pointers to help the partnership. **47**

HEALTH & BEAUTY AIDS
BY Ryan Mathews
Supermarkets still struggle for GM/HBA sales. This article is reprinted with permission of *Grocery Marketing*. **53**

DeCA & ALA
Buyer/Merchandiser Training Seminar
BY Marvin Ruhinen, Commissary Management Specialist, DeCA Northeast Region; John Gladish, Region Staff Merchandiser, DeCA Midwest Region; Gary A. McKown, Commissary Management Specialist, Merchandising Branch, DeCA Europe Region; MSgt Mike Auderer, Assistant Chief of Merchandising, DeCA Southwest Region
Participants report on the seminar held by the Defense Commissary Agency on January 6-10, 1992. **62**

FACTS & FIGURES
ALA's 1992 Commissary Sales Report
BY Herman Marshall
On October 1, 1991, all the individual service commissaries became one—consolidated under the Defense Commissary Agency (DeCA). Here are figures to help plan and make critical forecast marketing decisions. **69**

DEPARTMENTS

5 **THE VIEWPOINT**
8 **ACRONYM BLIZZARD**
10 **PROFILE**
13 **WHAT'S BREAKING...**
17 **THE ASSOCIATION**
19 **PROFESSIONAL MEETINGS CALENDAR**
112 **ALA COUNCILS & CHAPTER PRESIDENTS**

11th ANNUAL COMMISSARY SALES REPORT

FISCAL YEAR 1991

BY HERMAN MARSHALL

The American Logistics Association thanks the Defense Commissary Agency (DeCA) and Military Audits of Market Information, Inc. (MAMI) for their invaluable cooperation and assistance with providing the data necessary for this report. Special acknowledgment is extended to DeCA's Public Affairs Office under the direction of Kenneth N. Perrotte, and, in particular, to Florence Dunn and Mark Swearengen. Some information (coupon redemptions and surcharge expense distribution) available in past reports was unavailable. ALA extends its full cooperation to the Defense Commissary Agency and hopes for the continued success of the military commissary system.

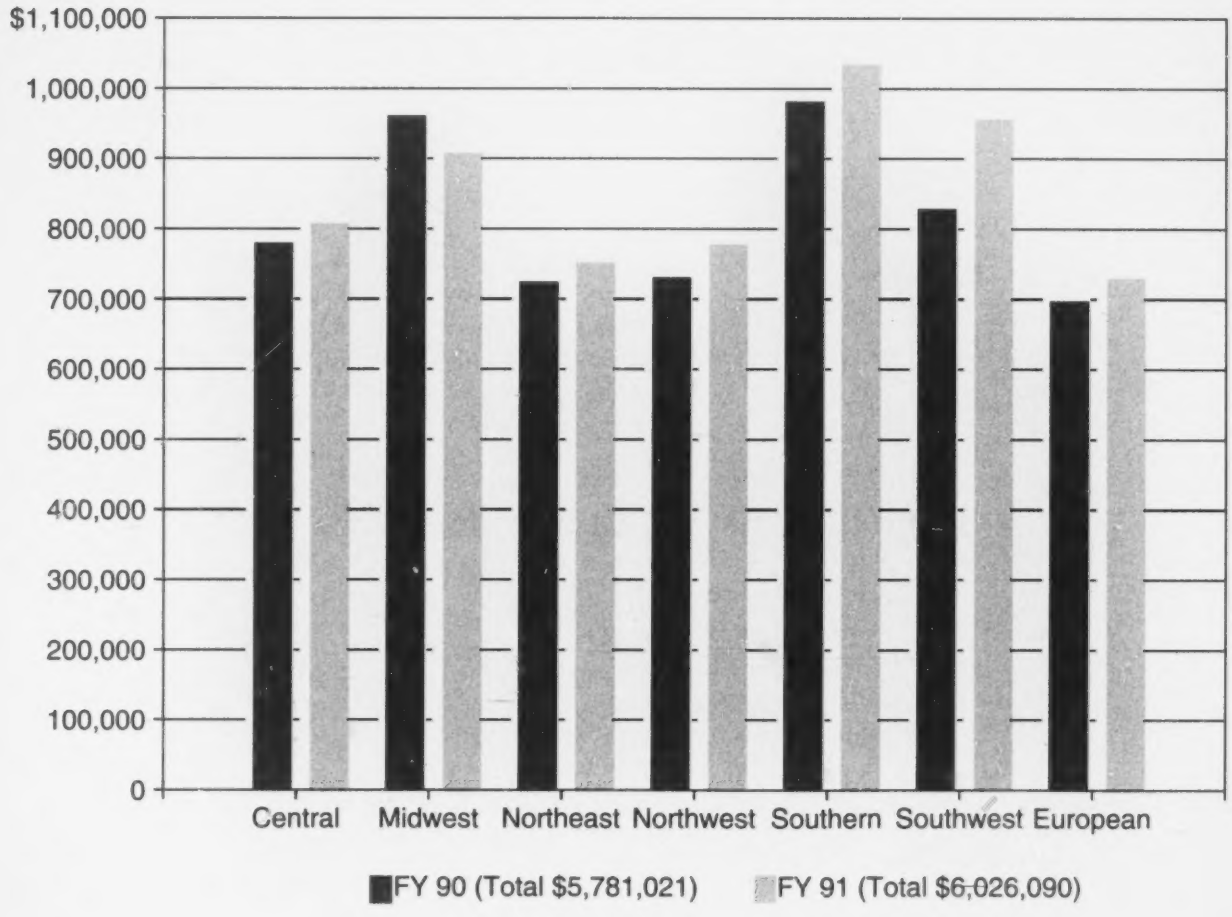
COMMISSARY SALES REPORT INDEX

FY91 Sales Summaries 70
MAMI Sales Trends by DeCA Region 72
Sales by Geographic Location 80
Sales by DeCA Region 82
Store Rankings by Total Sales FY91/FY90 98
Store Rankings by Total Square Feet 103
Store Rankings by Average Mo. Sales/Sq. Ft. . . . 106
Store Rankings by ACV 109

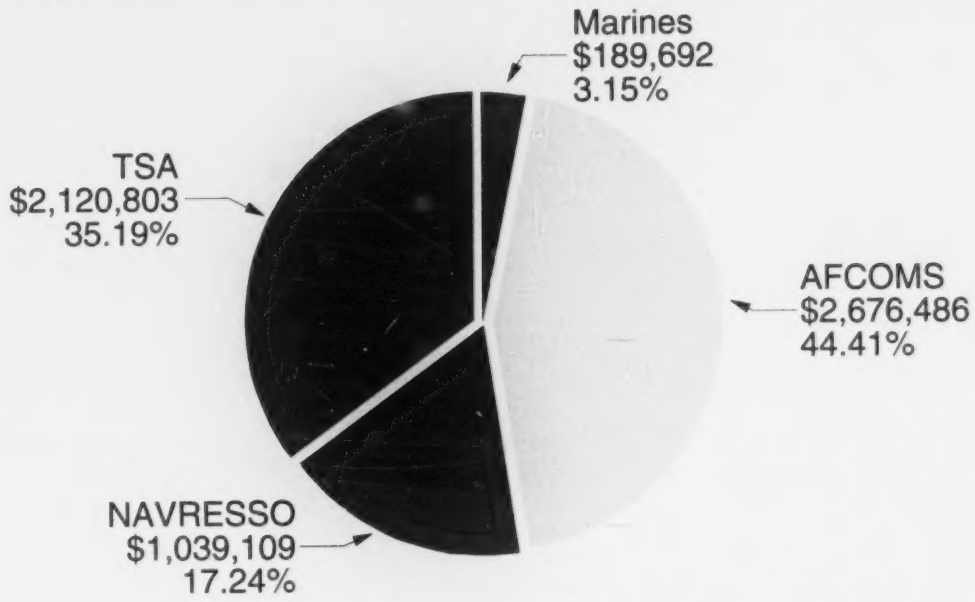
DeCA Commissary Store Total Dollar Sales for FY91

	FY 91 Sales ($000)	Sq. Ft.	Total Sales % Change vs. FY90	Avg. Mo $ Sales/Sq. Ft.	ACV
AFCOMS	$2,676 486	2,820,888	5.4%	$72	44.41%
USMC	189,692	221,559	0.6	357	3.15
Navy	1,039,109	1,070,187	46.3	477	17.24
Army	2,120,803	1,876,986	8.9	95	35.19
Totals	**$6,026,090**	**5,989,620**	**15.3%**	**$250**	**100.00%**

Total DeCA Sales by Region *($000)*



DeCa Total Sales by Previous Command ($000)



DeCA Total: $6,026,090

FY 91 Commissary and Troop Sales ($ in millions)

Month	Air Force	Army	Navy*	Marines	Total Resale	Troop	Total Sales
Oct 90	$222.0	$170.2	$77.1	$15.4	$484.7	$12.6	$497.3
Nov 90	226.8	177.8	81.3	16.0	501.9	12.5	514.4
Dec 90	230.9	187.7	102.5	15.4	536.5	30.9	567.4
Jan 91	221.0	166.7	74.2	14.9	476.8	14.0	490.8
Feb 91	205.4	157.8	77.7	13.9	454.8	12.8	467.6
Mar 91	237.9	179.6	97.5	16.5	531.5	10.8	542.3
Apr 91	216.6	169.4	79.1	15.0	480.1	21.4	501.5
May 91	236.1	188.3	79.7	18.9	523.0	14.8	537.8
Jun 91	222.7	181.7	97.4	16.5	518.3	11.8	530.1
Jul 91	213.8	175.6	77.4	15.8	482.6	10.5	493.1
Aug 91	238.7	188.7	78.0	16.6	522.0	11.6	533.6
Sep 91	204.7	177.3	117.2	14.8	514.0	11.0	525.0
Totals	**$2,676.6**	**$2,120.8**	**$1,039.1**	**$189.7**	**$6,026.2**	**$174.7**	**$6,200.9**

* Navy sales are higher in the 3rd month fo each quarter due to the Navy accounting cycle of 28, 28, and 33 days. All other services accounting cycles were by calendar days.

Military Audits of Market Information collects scanner data from CONUS commissaries. Reviewing the MAMI data, 1991 was an excellent year for most categories. Many more categories were up than were down; and those which were up exceeded the average food cost inflation rate by a significant amount. The same trends are also true for the last three months of 1991.

Those categories experiencing decline each need a specific analysis as there is no one general influence that seems to affect them all. There is a broad hint that the "eat more healthy" foods movement is having an effect on some categories.

Dry Grocery: Food (period ending 12/91)

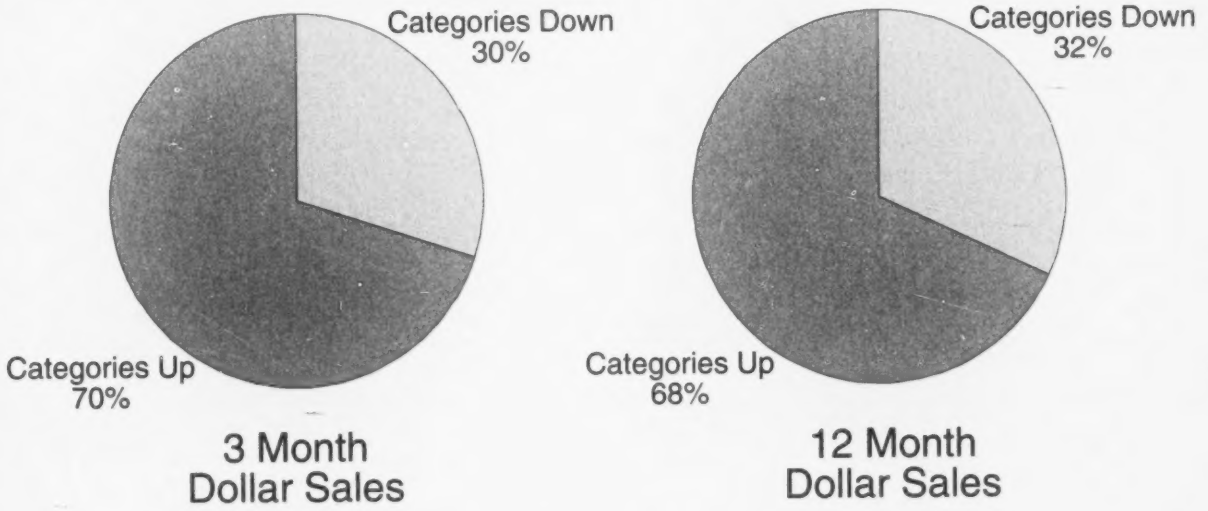
Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Add to Meat/Dry Packaged Salads	$2,370,000	20.5%	$8,880,000	-0.9%	3.1%	0.3%	-1.9%	-5.7%	-4.1%	-0.9%
Baby Food	3,341,000	2.1%	14,236,000	4.1%	9.3%	2.9%	3.2%	-9.6%	0.1%	7.6%
Baking Ingredients	5,105,000	NA	12,635,000	5.7%	7.4%	3.0%	4.8%	2.6%	7.0%	7.6%
Barbecue Sauce	1,211,000	9.5%	6,133,000	2.5%	3.4%	1.3%	0.8%	5.4%	2.2%	3.6%
Canned Meat	6,739,000	1.0%	26,484,000	0.5%	0.1%	-1.8%	2.2%	4.1%	-1.5%	2.2%
Canned Pineapple	1,430,000	5.3%	4,977,000	3.5%	3.4%	-1.6%	5.1%	5.5%	1.6%	3.5%
Canned Tuna	5,468,000	-1.3%	24,216,000	-1.6%	1.0%	0.7%	-0.7%	-4.2%	-1.6%	-5.7%
Canned Vegetables	14,825,000	2.7%	53,757,000	1.9%	2.8%	0.7%	-0.6%	-0.1%	3.4%	2.7%
Coffee Non-dairy Creamer	2,038,000	7.9%	7,749,000	8.0%	8.1%	7.2%	6.5%	6.2%	8.1%	9.7%
Cooking/Salad Oil	4,811,000	-10.9%	19,155,000	-8.6%	-6.2%	-9.6%	-9.2%	-14.7%	-8.5%	-8.2%
Dried Rice	5,007,000	11.8%	18,623,000	9.0%	19.6%	6.5%	4.6%	16.4%	7.4%	6.7%
Dry Sauce Mixes	2,903,000	9.5%	10,354,000	4.3%	5.5%	2.2%	3.4%	4.0%	5.7%	4.6%
Flour	1,424,000	-7.5%	4,690,000	-6.2%	-5.7%	-9.2%	-5.4%	-11.6%	-3.6%	-5.1%
Ground Coffee	11,919,000	-12.2%	49,678,000	-8.7%	-8.8%	-10.1%	-10.6%	-8.5%	-7.9%	-6.2%
Infant Formula	7,853,000	NA	32,702,000	8.6%	6.4%	4.9%	14.6%	7.2%	2.5%	11.3%
Instant Cocoa Mix	1,570,000	-1.8%	3,958,000	6.0%	12.1%	10.8%	0.6%	2.8%	3.5%	4.7%
Instant Coffee	4,793,000	-6.9%	18,949,000	-3.9%	-2.5%	-3.1%	-8.4%	0.6%	-4.2%	-2.7%
Instant Tea	1,276,000	-1.4%	6,091,000	-2.6%	-1.8%	-3.6%	4.6%	-6.2%	-5.2%	-6.0%
Jams/Jellies/Preserves/Marmalad	3,496,000	5.5%	13,466,000	3.5%	3.8%	1.3%	3.6%	6.0%	4.7%	3.6%
Ketchup	2,312,000	3.2%	9,481,000	-0.2%	3.0%	-0.7%	0.1%	0.3%	-1.5%	-1.4%
Mayonnaise	3,121,000	10.0%	12,630,000	5.1%	10.9%	7.1%	4.8%	2.3%	3.9%	2.3%
Milk Modifiers	1,200,000	4.9%	4,384,000	-1.9%	1.8%	-3.6%	-4.7%	-5.6%	-0.0%	-2.3%
Oriental Noodles	2,773,000	19.8%	9,891,000	15.2%	19.2%	15.6%	21.9%	10.2%	14.1%	10.9%
Pasta	3,951,000	4.8%	15,755,000	1.2%	5.1%	1.1%	1.6%	-5.4%	0.4%	0.3%
Pasta & Rice side dish mixes	2,896,000	NA	11,898,000	6.1%	13.9%	3.8%	6.1%	4.1%	2.2%	6.5%
Peanut Butter	5,499,000	3.4%	22,746,000	5.5%	7.3%	5.9%	3.5%	9.0%	3.9%	6.0%
Pickles/relish/olives	5,752,000	8.7	20,807,000	4.2%	7.3%	3.4%	3.8%	3.8%	2.0%	5.7%
Ready-to-eat Cereal	34,774,000	8.6%	140,000,000	7.7%	9.3%	6.9%	9.4%	5.3%	5.8%	7.5%
Selected Dessert Mixes	3,777,000	2.1%	13,661,000	1.2%	2.2%	-1.0%	-0.7%	-1.6%	0.8%	5.2%
Shelf Stable Mexican food	6,078,000	17.0%	24,077,000	5.1%	7.8%	2.8%	9.0%	2.7%	4.6%	4.8%
Shelf Stable Microwave Lunches	1,752,000	-17.9%	8,046,000	-4.8%	-7.4%	5.3%	-12.1%	-5.5%	-4.8%	-6.0%
Shelf Stable Spaghetti Sauce	4,555,000	9.7%	18,140,000	8.2%	12.0%	7.8%	6.1%	7.9%	6.1%	9.0%
Specialty/Mashed Potatoes	1,451,000	3.0%	5,585,000	1.6%	4.7%	-0.7%	1.0%	-3.4%	2.1%	3.6%
Tomato Sauce/Tomato Paste	2,447,000	5.1%	9,183,000	-1.6%	1.3%	-0.1%	-4.7%	-3.0%	-2.7%	-1.0%
Total Soups	16,956,000	11.6%	55,867,000	7.3%	9.9%	5.4%	8.6%	3.6%	7.8%	6.6%
Total Spices/Extracts	$6,607,000	8.8%	$22,287,000	3.1%	6.5%	1.4%	2.0%	5.7%	2.3%	2.8%

Dry Grocery: Non Food *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Air Fresheners	$2,844,000	10.0%	$11,527,000	25.0%	24.8%	23.8%	22.2%	26.9%	29.3%	23.5%
All Fabric Bleach/Presoaks	2,374,000	-3.5%	10,414,000	-4.5%	-1.6%	-6.5%	-2.5%	-5.0%	-4.7%	-6.6%
Automatic Dishwasher Additives	352,250	0.5%	1,362,000	3.4%	3.4%	2.9%	2.5%	4.1%	7.3%	0.8%
Automatic Dishwasher Detergent	3,708,000	4.6%	14,251,000	0.0%	0.5%	-5.3%	-2.9%	-3.2%	-1.2%	9.6%
Bathroom Cleaners	959,759	2.3%	3,863,000	-7.0%	-3.9%	-8.5%	-4.7%	-10.7%	-9.2%	-6.6%
Batteries	3,607,000	-1.6%	10,629,000	5.3%	6.3%	5.2%	7.1%	10.0%	3.5%	4.0%
Cigarettes	128,000,000	20.6%	479,000,000	18.3%	25.8%	18.8%	13.6%	13.8%	17.2%	16.7%
Dishwashing Liquid	3,223,000	-8.0%	14,078,000	-6.1%	-3.7%	-5.5%	-8.8%	-8.2%	-6.7%	-5.8%
Disposable Diapers	15,874,000	7.5%	62,964,000	4.8%	8.2%	7.2%	5.1%	6.8%	1.4%	2.6%
Fabric Softeners	5,556,000	4.4%	22,244,000	0.7%	2.3%	-0.4%	-0.5%	-1.8%	1.1%	1.2%
Heavy Duty Laundry Detergent	21,800,000	6.5%	83,810,000	0.0%	4.0%	0.3%	-4.3%	3.0%	-0.0%	1.0%
Household Cleaners	4,773,000	10.0%	19,007,000	1.3%	3.0%	0.0%	2.4%	5.2%	-1.8%	2.8%
Paper Towels	7,690,000	2.3%	30,642,000	-1.7%	2.1%	-1.0%	-1.7%	-4.7%	-0.5%	-6.2%
Plastic Food Bags/Wraps	3,888,000	7.8%	15,092,000	2.4%	6.5%	2.3%	3.4%	1.2%	1.5%	-0.5%
Refuse Bags	4,596,000	0.9%	19,369,000	-1.1%	2.2%	-0.2%	-3.0%	-0.9%	-1.1%	-3.7%
Rug Care	1,282,000	10.4%	5,062,000	8.3%	8.7%	10.4%	8.3%	3.2%	6.2%	9.7%
Smokeless Tobacco	2,792,000	27.6%	9,942,000	24.2%	27.8%	27.1%	16.9%	29.1%	16.8%	36.0%
Sponges/scouring pads/scrubbers	1,189,000	6.3%	4,758,000	0.8%	5.3%	1.3%	-5.8%	-0.4%	1.9%	2.0%
Toilet Tissue	12,907,000	-5.2%	52,679,000	-5.5%	-2.6%	-5.6%	-5.4%	-7.1%	-6.1%	-6.7%

DeCA Total Military Category Volume % Changes Up/Down vs. YAGO

(Total CONUS DeCA P/E December 1991)



Frozen Foods *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Frozen Boneless/Breaded Chicken	$2,250,000	6.3%	$8,957,000	4.0%	9.0%	0.2%	-2.8%	9.7%	6.8%	4.6%
Frozen Diet Dinners/Entrees	6,639,000	-4.5%	31,547,000	6.8%	9.7%	2.8%	13.2%	7.8%	2.6%	7.3%
Frozen Dinners	6,272,000	-7.7%	27,620,000	-0.3%	5.3%	-2.4%	3.6%	3.5%	-6.5%	0.9%
Frozen Entrees	8,371,000	1.1%	36,790,000	6.9%	11.0%	3.0%	11.5%	8.3%	6.2%	4.7%
Frozen Fast Food/Snacks	2,802,000	-0.6%	11,491,000	-3.3%	1.3%	-7.6%	-5.0%	7.2%	-4.7%	-2.3%
Frozen Fish/Shrimp/Seafood	5,980,000	-2.1%	25,462,000	-5.2%	-1.2%	-6.0%	-6.8%	-1.1%	-7.6%	-4.8%
Frozen Juice/Drinks	9,858,000	-6.8%	39,320,000	-11.5%	-9.7%	-11.1%	-10.4%	-13.1%	-13.8%	-11.4%
Frozen Mexican Food	3,315,000	1.8%	13,979,000	3.8%	8.1%	-2.2%	10.4%	6.5%	1.0%	4.4%
Frozen Mexican/Oriental Food	3,228,000	2.6%	13,310,000	-1.3%	7.6%	-5.2%	0.6%	-3.6%	-3.6%	-1.8%
Frozen Novelties	3,065,000	5.6%	15,652,000	-1.1%	1.5%	-2.8%	-2.6%	6.7%	-3.6%	0.0%
Frozen Pies	2,507,000	12.2%	5,720,000	4.6%	9.8%	6.9%	2.0%	7.3%	-2.8%	8.4%
Frozen Pizza	6,030,000	8.1%	23,910,000	2.9%	9.0%	0.2%	-1.2%	3.4%	-0.9%	6.5%
Frozen Pot Pies	1,102,000	-0.2%	4,256,000	-2.5%	2.2%	-2.8%	1.4%	-14.7%	-0.9%	-4.4%
Frozen Potatoes	3,758,000	4.7%	15,137,000	2.5%	5.1%	3.8%	3.5%	6.5%	3.3%	4.5%
Frozen Prepared Chicken	3,485,000	8.2%	13,803,000	6.2%	10.1%	1.2%	2.5%	4.7%	11.1%	6.4%
Frozen Raw Chicken	3,816,000	25 9%	14,973,000	24.3%	24.3%	26.3%	23.2%	16.5%	25.6%	23.9%
Frozen Regular Vegetables	7,775,000	0.7%	29,931,000	-2.5%	-0.6%	-5.1%	-0.5%	-2.1%	-4.1%	-1.7%
Frozen Waffles	2,100,000	34.3%	7,738,000	23.8%	26.2%	28.1%	23.2%	19.2%	19.0%	25.1%
Ice Cream/Ice Milk/Sherbet/Froz	6,689,000	0.0%	29,284,000	-3.2%	-6.2%	-2.3%	0.8%	-6.2%	-2.1%	-4.8%

Meats *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Frankfurters	$6,599,000	-2.6%	$29,281,000	-2.9%	-0.4%	-1.4%	-2.5%	-6.4%	-3.9%	-5.1%
Bacon	6,140,000	-4.5%	25,291,000	3.3%	9.0%	2.2%	1.8%	-0.0%	3.6%	1.2%

Beverages *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Aseptics	$4,583,000	12.1%	$17,833,000	5.4%	7.7%	10.0%	1.8%	14.0%	3.3%	3.5%
Carbonated Beverages	37,685,000	5.9%	151,000,000	7.1%	8.7%	1.7%	2.9%	20.6%	2.5%	16.6%
Isotonics	986,000	-10.5%	5,277,000	-3.8%	3.1%	-6.9%	17.6%	6.2%	-10.1%	-10.5%
Pineapple Juice/blends	986,863	0.3%	4,024,000	-7.2%	-7.2%	-4.5%	-3.3%	0.2%	-7.8%	-13.7%
Shelf Stable Juice/drinks	18,748,000	12.7	73,020,000	7.5%	10.1%	8.0%	9.7%	10.3%	4.5%	5.8%

Dairy *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Margarines/spreads/blends	$7,767,000	-0.6%	$28,820,000	1.3%	3.7%	-0.1%	0.8%	-1.4%	0.4%	2.7%
Natural Cheese	13,623,000	-2.5%	52,158,000	-2.8%	2.0%	-5.3%	1.2%	-9.4%	-2.6%	-6.3%
Processed Cheese	14,779,000	-2.8%	58,488,000	-1.2%	1.3%	-2.5%	-2.2%	-2.9%	-2.0%	-0.0%
Yogurt	3,167,000	6.2%	13,792,000	-0.3%	3.6%	-2.2%	4.3%	0.1%	-3.1%	-3.1%

Snack Foods *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Unpopped Popcorn	$3,729,000	3.9%	$14,828,000	1.8%	5.5%	0.2%	-1.5%	3.5%	1.0%	3.1%
Snack Nuts (jars/cans)	5,401,000	-4.5%	16,836,000	1.9%	4.2%	0.2%	1.0%	12.3%	-0.5%	2.5%
Snack Nuts (cello)	597,448	7.5%	1,819,000	-4.2%	-18.8%	-6.0%	22.2%	0.6%	-18.6%	-11.5%
Snack Nuts	5,998,000	-3.4%	18,656,000	1.3%	2.0%	-0.4%	3.7%	10.5%	-2.0%	1.1%
Shelf Stable Snack Cups	1,982,000	-0.7%	8,514,000	7.7%	13.6%	6.2%	16.2%	4.4%	3.0%	2.7%
Nutritional Snacks	3,909,000	-5.8%	17,511,000	0.1%	3.2%	1.7%	8.2%	-13.6%	4.3%	-7.6%
Misc Salty Snacks	2,215,000	16.5%	8,774,000	19.9%	17.2%	34.5%	18.4%	13.6%	16.8%	16.9%
Meat Snacks	636,601	-24.0%	2,633,000	-20.4%	-19.1%	-21.8%	-20.5%	-9.0%	-15.9%	-24.7%
Dried Fruit	2,978,000	-2.7%	10,482,000	0.1%	0.9%	-2.3%	2.4%	0.0%	-1.0%	1.2%
Crackers	11,865,000	-1.3%	47,140,000	3.6%	5.3%	2.5%	2.7%	5.4%	2.3%	4.8%
Cookies	13,025,000	1.8%	51,954,000	3.1%	5.4%	1.8%	1.1%	4.6%	3.2%	3.3%
Cheese Puffs	1,112,000	0.6%	4,829,000	5.1%	5.4%	5.7%	-3.9%	14.1%	0.3%	12.7%

Health & Beauty Aids *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Analgesics (no Sinus)	$5,892,000	9.2%	$22,276,000	6.2%	4.0%	5.7%	6.7%	7.1%	6.1%	8.0%
Antacids	$1,903,000	9.8%	$7,200,000	11.6%	9.9%	10.7%	12.2%	8.7%	11.9%	13.8%
Baby Needs	$3,475,000	2.6%	$14,376,000	3.0%	4.1%	1.8%	2.6%	2.0%	2.9%	3.8%
Childrens Vitamins	$509,106	-4.1%	$2,112,000	-4.9%	-4.1%	-3.3%	-7.9%	1.4%	-8.0%	-3.4%
Cough/Cold/Sinus/Allergy	$5,420,000	9.9%	$17,295,000	8.9%	11.1%	10.1%	8.0%	8.8%	8.6%	7.3%
Deodorants	$4,186,000	1.1%	$17,252,000	0.6%	0.8%	0.1%	2.3%	-1.1%	0.1%	0.7%
Eyecare/Eyedrops	$1,160,000	4.8%	$4,800,000	7.0%	5.3%	3.5%	18.4%	1.4%	-2.3%	12.7%
First Aid	$484,808	3.3%	$2,103,000	3.2%	5.4%	0.7%	3.4%	7.9%	1.8%	3.7%
Hand/Bath Soap	$7,407,000	-1.5%	$30,188,000	-0.5%	1.8%	-3.8%	2.9%	-0.1%	-0.0%	-2.5%
Internal Feminine Protection	$1,719,000	7.7%	$1,928,000	-1.7%	0.5%	-4.8%	2.9%	-3.0%	-5.4%	-0.6%
Mouthwash/gargle	$2,998,000	-5.0%	$12,475,000	-2.7%	-2.0%	-4.1%	-2.8%	-1.2%	-1.8%	-3.1%
Pre-moist Towelettes	$1,797,000	2.4%	$7,386,000	5.1%	3.9%	4.5%	2.4%	4.3%	4.3%	9.4%
Toothbrushes	$1,623,000	23.0%	$5,767,000	9.8%	10.1%	11.0%	10.6%	9.7%	13.8%	4.6%
Toothpaste	$5,154,000	9.8%	$20,475,000	5.5%	6.9%	4.7%	7.2%	4.1%	4.3%	5.5%
Total Feminine Protection	$4,942,000	2.9%	$20,121,000	3.1%	5.5%	1.3%	5.3%	0.9%	1.8%	2.7%

Pet Food *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Dog/Cat Snacks	$3,435,000	8.2%	$12,858,000	4.6%	6.2%	2.9%	4.5%	4.6%	3.9%	6.0%
Dog Food/wet	$5,033,000	8.3%	$19,309,000	4.8%	8.0%	5.8%	1.0%	1.9%	6.0%	3.9%
Dog Food/dry	$8,147,000	0.8%	$31,361,000	2.3%	8.2%	-2.8%	-0.4%	16.8%	1.3%	2.2%
Cat Food/wet	$4,709,000	-1.2%	$18,231,000	1.6%	5.2%	2.8%	-2.1%	4.1%	2.2%	0.6%
Cat Food/dry	$3,343,000	3.9%	$12,395,000	3.8%	4.6%	0.5%	1.5%	4.5%	3.8%	7.3%

Confectionary *(period ending 12/91)*

Category	3 Month		12 Month		12 Month $ Sales % Change vs YAGO					
	$ Sales	% Change vs. YAGO	$ Sales	% Change vs. YAGO						
	Total Military				Central	Midwest	Northeast	Northwest	Southern	Southwest
Chocolate Candy	$16,214,000	4.7%	$45,266,000	2.9%	5.5%	2.7%	-0.2%	2.9%	1.7%	5.1%
Gum	$2,285,000	-2.0%	$8,993,000	0.5%	-1.9%	0.4%	0.0%	1.3%	2.2%	1.4%
Hard Roll Candy/Breath Mints	$1,191,000	6.0%	$4,194,000	7.8%	4.9%	7.6%	5.4%	7.8%	8.4%	11.6%

DeCA Commissary Sales by Geographic Locations

State	DoD Total	% of DoD	Air Force	Army	Navy	USMC
Alabama	$115,300	1.91%	$39,490	$75,810		
Alaska	79,232	1.31	39,468	34,503	5,261	
Arizona	117,483	1.95	88,912	22,037		6,534
Arkansas	42,861	0.71	42,861			
California	761,969	12.64	301,259	83,114	306,921	70,675
Colorado	139,923	2.32	101,750	38,173		
Connecticut	25,556	0.42			25,556	
Dist. Columbia	57,085	0.95	27,396	29,689		
Delaware	22,830	0.38	22,830			
Florida	357,007	5.92	227,909		129,098	
Georgia	192,181	3.19	34,592	141,504	10,211	5,874
Hawaii	173,756	2.88	58,086	46,191	55,220	14,259
Idaho	12,133	0.20	12,133			
Illinois	91,453	1.52	54,971	36,482		
Indiana	48,489	0.80	10,898	20,821	16,770	
Kansas	71,369	1.18	17,797	53,572		
Kentucky	87,334	1.45		87,334		
Louisiana	90,174	1.50	50,444	29,063	10,667	
Massachusetts	45,103	0.75	23,939	21,164		
Maryland	149,300	2.48	44,936	86,374	17,990	
Maine	28,787	0.48	16,251		12,536	
Michigan	38,452	0.64	20,667	17,785		
Missouri	38,533	0.64	11,552	26,981		
Mississippi	60,465	1.00	50,297		10,168	
Montana	15,494	0.26	15,494			
North Carolina	134,969	2.24	17,969	64,681		52,319
North Dakota	23,689	0.39	23,689			
Nebraska	39,125	0.65	39,125			
Hew Hampshire	7,447	0.12	7,447			
New Jersey	83,061	1.38	58,745	21,410	2,906	
New Mexico	71,995	1.19	67,397	4,598		
Nevada	53,529	0.89	50,392		3,137	
New York	105,442	1.75	31,661	56,425	17,356	
Ohio	48,814	0.81	48,814			
Oklahoma	103,120	1.71	65,381	37,739		
Pennsylvania	48,099	0.80		37,583	10,516	
Rhode Island	14,923	0.25			14,923	
South Carolina	132,471	2.20	59,743	33,970	29,702	9,056
South Dakota	17,968	0.30	17,968			
Tennessee	26,316	0.44	5,211		21,105	
Texas	462,072	7.67	281,002	168,565	12,505	
Utah	31,955	0.53	29,896	2,059		
Virginia	424,717	7.05	49,021	207,737	140,605	27,354
Washington	223,143	3.70	92,988	63,993	66,162	
Wisconsin	918	0.02		918		
Wyoming	13,555	0.22	13,555			
Totals	**$4,929,597**	**81.80%**	**$2,234,446**	**$1,474,465**	**$919,315**	**$186,071**

DeCA Commissary Sales by Geographic Locations

Country	DoD Total	% of DoD	Air Force	Army	Navy	USMC
Australia	$876	0.01%			$876	
Azores	6,757	0.11	6,757			
Belgium	9,332	0.15		9,332		
Bermuda	4,803	0.08			4,803	
Egypt	2,061	0.03		2,061		
England	69,395	1.15	69,395			
Germany	525,001	8.71	122,299	402,702		
Greece	4,231	0.07	4,231			
Guam	40,681	0.68	20,148		20,533	
Iceland	5,718	0.09			5,718	
Italy	45,035	0.75	12,099	12,603	20,333	
Japan	63,270	1.05	30,058	8,601	20,990	3,621
Korea	85,414	1.42	22,905	61,929	580	
Netherlands	11,871	0.20	4,998	6,873		
Newfoundland	978	0.02			978	
Norway	1,463	0.02	1,463			
Okinawa	58,849	0.98	58,849			
Panama	29,986	0.50		29,986		
Philippines	33,689	0.56	19,806		13,883	
Puerto Rico	39,616	0.66		28,888	10,728	
Saudi Arabia	7,553	0.13		7,553		
Scotland	10,505	0.17			10,505	
Spain	25,219	0.42	15,352		9,867	
Turkey	14,190	0.24	14,190			
Totals	**$1,096,493**	**18.20%**	**$402,550**	**$570,528**	**$119,794**	**$3,621**

Central Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Bermuda	Bermuda	NAVRESSO	$4,803	1.8%	5,607	$71	0.08%
Chanute	IL	AFCOMS	14,280	-5.3	26,840	44	0.24
Cherry Point	NC	MC	18,250	2.1	18,655	82	0.30
Crane	IN	NAVRESSO	710	4.3	2,650	22	0.01
C.M. Price	IL	TSA	16,484	6.3	20,912	66	0.27
DGSC	VA	TSA	6,163	6.3	12,586	41	0.10
Eaker	AR	AFCOMS	9,884	1.6	13,546	61	0.16
Ft Ben Harrison	IN	TSA	20,821	5.1	14,145	123	0.35
Ft Bragg	NC	TSA	53,101	7.6	38,260	116	0.88
Ft Campbell	KY	TSA	45,143	2.8	25,436	148	0.75
Ft Eustis	VA	TSA	19,997	2.0	19,400	86	0.33
Ft Knox	KY	TSA	38,193	-0.4	29,530	108	0.63
Ft Leavenworth	KS	TSA	26,721	6.8	17,043	131	0.44
Ft Lee	VA	TSA	25,773	5.0	25,200	85	0.43
Ft Leonard Wood	MO	TSA	26,981	9.6	14,910	151	0.45
Ft Monroe	VA	TSA	8,009	-1.7	8,049	83	0.13
Ft Sheridan	IL	TSA	14,315	9.7	21,417	56	0.24
Ft Story	VA	TSA	4,903	11.4	4,269	96	0.08
Great Lakes	IN	NAVRESSO	16,060	2.0	18,700	72	0.27
Grissom	IN	AFCOMS	10,898	1.9	17,021	53	0.18
Hadnot Point	NC	MC	13,109	-2.3	16,627	66	0.22
K.I. Sawyer	MI	AFCOMS	10,056	5.3	17,428	48	0.17
Langley	VA	AFCOMS	49,021	-0.9	37,448	109	0.81
Lexington	KY	TSA	3,998	9.9	7,196	46	0.07
Little Creek	VA	NAVRESSO	34,527	-4.5	35,912	80	0.57
Little Rock	AR	AFCOMS	32,977	1.4	30,102	91	0.55
Mallonee Village	NC	TSA	9,461	-1.2	6,360	124	0.16
McCoy	WI	TSA	918				0.02
New River	NC	MC	3,895	-2.2	6,344	51	0.06
Norfolk	VA	NAVRESSO	42,481	8.0	29,000	122	0.70
Oceana	VA	NAVRESSO	41,711	14.5	30,991	112	0.69
Pope	NC	TSA	2,119	5.7	9,587	18	0.04
Portsmouth	VA	NAVRESSO	17,431	5.0	21,346	68	0.29
Rock Island	IL	TSA	5,683	9.2	6,944	68	0.09
Scott	IL	AFCOMS	40,691	0.7	33,691	101	0.68
Selfridge	MI	TSA	17,785	14.9	9,687	153	0.30
Seymour-Johnson	NC	AFCOMS	17,969	-0.1	17,035	88	0.30
Tarawa Terrace	NC	MC	17,065	0.6	18,053	79	0.28
Whiteman	MO	AFCOMS	11,552	4.4	18,313	53	0.19
Wright-Patterson	OH	AFCOMS	48,814	-2.2	38,100	107	0.81
Wurtsmith	MI	AFCOMS	10,611	3.1	21,380	41	0.18
Yorktown	VA	NAVRESSO	3,031	1.0	7,056	36	0.05
DeCA Region Totals			**$816,394**	**3.6%**	**772,776**	**$82**	**13.55%**

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

Midwest Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Altus	OK	AFCOMS	$11,190	2.6%	19,880	$47	0.19%
Beeville	TX	NAVRESSO	2,080	6.3	5,464	32	0.03
Belle Fourche	SD	AFCOMS	370	11.2	2,015	15	0.01
Bergstrom	TX	AFCOMS	40,277	1.9	35,327	95	0.67
Brooks	TX	AFCOMS	8,415	2.0	16,216	43	0.14
Cannon	NM	AFCOMS	12,123	-88.6	17,913	56	0.20
Carswell	TX	AFCOMS	61,566	5.5	48,682	105	1.02
Corpus Christi	TX	NAVRESSO	8,321	1.0	14,024	49	0.14
Dickinson	ND	AFCOMS	291	1.1	2,015	12	0.00
Dyess	TX	AFCOMS	18,344	4.4	22,362	68	0.30
Ellsworth	SD	AFCOMS	17,598	7.0	17,596	83	0.29
Fitzsimons	CO	AFCOMS	11,468	75.5	10,944	87	0.19
Forsyth	MT	AFCOMS	288	22.7	2,015	12	0.00
Ft Bliss	TX	TSA	56,825	-1.8	31,093	152	0.94
Ft Carson	CO	TSA	38,173	14.2	21,864	145	0.63
Ft Hood	TX	TSA	62,680	2.3	29,428	177	1.04
Ft Hood Sub-Fac	TX	TSA	6,116	0.3	5,061	101	0.10
Ft Riley	KS	TSA	26,851	7.8	23,500	95	0.45
Ft Sam Houston	TX	TSA	42,944	11.6	23,368	153	0.71
Ft Sill	OK	TSA	37,739	6.8	31,537	100	0.63
F.E. Warren	WY	AFCOMS	13,116	0.7	23,772	46	0.22
Goodfellow	TX	AFCOMS	11,385	1.2	17,322	55	0.19
Grand Forks	ND	AFCOMS	12,970	4.9	16,422	66	0.22
Holloman	NM	AFCOMS	15,046	-0.2	24,668	51	0.25
Kelly	TX	AFCOMS	8,715	6.5	19,176	38	0.14
Kingville	TX	NAVRESSO	2,104	9.8	6,700	26	0.03
Kirtland	NM	AFCOMS	40,228	0.3	43,793	77	0.67
Lackland	TX	AFCOMS	49,678	0.1	39,954	104	0.82
LaJunta	CO	AFCOMS	536	19.7	1,488	30	0.01
Laughlin	TX	AFCOMS	5,444	3.2	17,800	25	0.09
Lowry	CO	AFCOMS	37,835	0.1	37,258	85	0.63
McConnell	KS	AFCOMS	17,797	-5.8	15,935	93	0.30
Minot	ND	AFCOMS	10,428	-0.2	15,329	57	0.17
Offutt	NE	AFCOMS	39,125	2.4	32,214	101	0.65
Peterson	CO	AFCOMS	34,160	-2.0	31,890	89	0.57
Randolph	TX	AFCOMS	47,611	1.5	32,414	122	0.79
Reese	TX	AFCOMS	7,995	7.1	18,700	36	0.13
Sheppard	TX	AFCOMS	21,572	6.5	27,383	66	0.36
Tinker	OK	AFCOMS	48,641	4.8	46,477	87	0.81
USAF Academy	CO	AFCOMS	17,751	2.9	16,767	88	0.29
Vance	OK	AFCOMS	5,550	1.7	12,383	37	0.09
White Sands	NM	TSA	4,598	6.4	6,768	57	0.08
DeCA Region Totals			**$915,944**	**38.5%**	**885,083**	**$37**	**15.20%**

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

Northeast Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Aberdeen	MD	TSA	$13,362	5.9%	14,229	$78	0.22%
Andrews	MD	AFCOMS	44,936	3.1	40,810	92	0.75
Annapolis	MD	NAVRESSO	8,968	4.8	13,374	56	0.15
ARDEC	PA	TSA	3,685	14.2	6,400	48	0.06
Argentia	NWFNDLND	NAVRESSO	978	4.0	6,726	12	0.02
Bangor ANGB	ME	AFCOMS	6,130	12.0	7,850	65	0.10
Bolling	DC	AFCOMS	27,396	6.8	29,716	77	0.45
Brunswick	ME	NAVRESSO	11,075	3.3	11,662	79	0.18
Cameron Station	VA	TSA	32,980	8.6	31,616	87	0.55
Carlisle Barracks	PA	TSA	11,919	2.0	11,312	88	0.20
Charles E Kelly	PA	TSA	8,800	6.9	6,000	122	0.15
Cutler	ME	NAVRESSO	680	-0.8	2,252	25	0.01
Dahlgren	VA	NAVRESSO	1,424	3.8	4,593	26	0.02
Dover	DE	AFCOMS	22,830	4.7	24,184	79	0.38
Edgewood	MD	TSA	7,740	4.3	12,644	51	0.13
Ft Belvoir	VA	TSA	77,622	8.9	24,753	261	1.29
Ft Devens	MA	TSA	21,164	12.0	12,770	138	0.35
Ft Drum	NY	TSA	23,474	10.1	18,721	104	0.39
Ft Hamilton	NY	TSA	11,506	9.5	11,400	84	0.19
Ft McNair	DC	TSA	4,436	20.8	17,800	21	0.07
Ft Meade	MD	TSA	57,808	7.6	28,800	167	0.96
Ft Monmouth	NJ	TSA	21,410	10.2	20,520	87	0.36
Ft Myer	VA	TSA	23,547	0.9	26,000	75	0.39
Ft Ritchie	MD	TSA	7,464	2.2	5,500	113	0.12
Governor's Island	NY	NAVRESSO	3,691	3.4	6,700	46	0.06
Griffiss	NY	AFCOMS	18,600	-0.8	16,231	95	0.31
Hanscom	MA	AFCOMS	23,939	9.1	29,728	67	0.40
Lakehurst	NJ	NAVRESSO	2,906	1.4	5,075	48	0.05
Loring	ME	AFCOMS	10,121	-1.2	19,052	44	0.17
McGuire	NJ	AFCOMS	58,745	2.3	40,837	120	0.97
Mitchel Field	NY	NAVRESSO	8,313	0.6	12,290	56	0.14
New Cumberland	PA	TSA	6,639	-0.1	13,390	41	0.11
New London	CT	NAVRESSO	25,556	1.4	21,685	98	0.42
New York Naval St	NY	NAVRESSO	1,100				0.02
Newport	RI	NAVRESSO	14,923	1.1	14,346	87	0.25
Patuxent River	MD	NAVRESSO	9,022	1.1	9,406	80	0.15
Pease	NH	AFCOMS	7,447	-65.9	28,210	22	0.12
Philadelphia	PA	NAVRESSO	10,516	5.4	17,502	50	0.17
Plattsburgh	NY	AFCOMS	13,061	2.2	12,906	84	0.22
Quantico	VA	MC	27,354	1.2	19,500	117	0.45

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Scotia	NY	NAVRESSO	4,252	7.3	8,200	43	0.07
Seneca	NY	TSA	3,849	13.4	3,866	83	0.06
Tobyhanna	PA	TSA	6,540	5.8	9,000	61	0.11
Vint Hill	VA	TSA	8,743	1.8	8,088	90	0.15
Walter Reed	DC	TSA	25,253	6.1	2,500	842	0.42
West Point	NY	TSA	17,596	6.4	18,010	81	0.29
Winter Harbor	ME	NAVRESSO	781	-0.2	1,876	35	0.01
DeCA Region Totals			**$760,281**	**3.7%**	**708,030**	**$94**	**12.62%**

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

Northwest Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Adak	AK	NAVRESSO	$5,261	1.3%	8,480	$52	0.09%
Andersen	Guam	AFCOMS	20,148	4.3	19,462	86	0.33
Atsugi	Japan	NAVRESSO	4,778	11.7	6,326	63	0.08
Bangor	WA	NAVRESSO	18,213	5.3	21,200	72	0.30
Barbers Point	HI	NAVRESSO	9,323	0.0	9,660	80	0.15
Bremerton	WA	NAVRESSO	11,147	9.0	12,352	75	0.18
Camp Carroll	Korea	TSA	1,681	11.3	3,560	39	0.03
Camp Casey	Korea	TSA	7,216	51.3	3,060	197	0.12
Camp Courtney	Okinawa	AFCOMS	4,837	21.6	12,746	32	0.08
Camp Edwards	Korea	TSA	1,344	-9.0	4,205	27	0.02
Camp Foster	Okinawa	AFCOMS	17,625	-7.1	15,681	94	0.29
Camp Humphreys	Korea	TSA	2,688	18.8	3,065	73	0.04
Camp Kinser	Okinawa	AFCOMS	4,757	113.0	6,202	64	0.08
Camp Kure	Japan	TSA	69	29.3	790	7	0.00
Camp Page	Korea	TSA	697	8.7	1,3[illegible]	44	0.01
Camp Stanley	Korea	TSA	2,489	39.4	1,3[illegible]9	152	0.04
Camp Zama	Japan	TSA	1,875	4.5	3,852	41	0.03
Chinhae	Korea	NAVRESSO	580	-13.0	2,400	20	0.01
Clark	Philip	AFCOMS	19,806	-34.5	23,730	70	0.33
Conrad	MT	AFCOMS	150	11.2	2,015	6	0.00
Eielson	AK	AFCOMS	9,764	-5.4	9,794	83	0.16
Elmendorf	AK	AFCOMS	29,704	1.4	28,641	86	0.49
Exmouth	Astrlia	NAVRESSO	876	12.7	3,077	24	0.01
Fairchild	WA	AFCOMS	29,396	3.9	30,262	81	0.49
Ft Greely	AK	TSA	2,251	-3.3	6,290	30	0.04
Ft Lewis	WA	TSA	63,993	12.3	30,280	176	1.06
Ft Richardson	AK	TSA	15,162	8.4	15,713	80	0.25
Ft Shafter	HI	TSA	4,665	-38.7	6,393	61	0.08
Ft Wainwright	AK	TSA	17,090	27.9	20,353	70	0.28
Guam	Guam	NAVRESSO	20,533	11.4	15,303	112	0.34
Hannam Village	Korea	TSA	1,743	59.3	2,950	49	0.03
Havre	MT	AFCOMS	189	-0.9	2,015	8	0.00
Hickam	HI	AFCOMS	58,086	5.9	26,460	183	0.96
Iwakuni	Japan	MC	3,621	4.1	9,000	34	0.06
Kadena	Okinawa	AFCOMS	25,863	0.4	27,839	77	0.43
Kaneohe Bay	HI	MC	14,259	3.3	13,300	89	0.24
Kunsan AB	Korea	AFCOMS	2,716	-1.3	4,752	48	0.05
Malmstrom	MT	AFCOMS	14,867	4.1	23,798	52	0.25
McChord	WA	AFCOMS	63,592	-2.0	46,988	113	1.06
Misawa AB	Japan	AFCOMS	14,113	6.8	21,635	54	0.23
Mt Home	ID	AFCOMS	11,696	-2.6	16,449	59	0.19
Okinawa CDC	Okinawa	AFCOMS	5,767				0.10
Osan AB	Korea	AFCOMS	20,189	-3.2	21,250	79	0.34
Pearl Harbor	HI	NAVRESSO	45,897	-2.1	24,641	155	0.76
Powell	WY	AFCOMS	439	5.4	2,566	14	0.01

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Pusan	Korea	TSA	3,634	5.5	5,734	53	0.06
Sagami	Japan	TSA	353	9.6	2,016	15	0.01
Sagamihara	Japan	TSA	6,304	-4.4	10,755	49	0.10
San Miguel	Philip	NAVRESSO	901	-31.5	4,735	16	0.01
Sasebo	Japan	NAVRESSO	2,317	9.1	3,208	60	0.04
Schofield Barracks	HI	TSA	41,526	25.9	25,059	138	0.69
Seattle	WA	NAVRESSO	17,620	3.4	14,545	101	0.29
Subic Bay	Philip	NAVRESSO	12,982	-4.5	11,056	98	0.22
Taegu	Korea	TSA	6,641	-7.1	4,875	114	0.11
Whidbey Island	WA	NAVRESSO	19,182	15.2	12,354	129	0.32
Wilder	ID	AFCOMS	437	40.1	2,100	17	0.01
Yokosuka	Japan	NAVRESSO	13,895	7.1	14,600	79	0.23
Yokota AB	Japan	AFCOMS	15,945	2.3	19,210	69	0.26
Yongsan	Korea	TSA	33,796	3.2	24,824	113	0.56
DeCA Region Totals			**$786,688**	**7.9%**	**726,299**	**$72**	**13.05%**

* Okinawa CDC previously reported as Camp Kinser CDC.

* Bremerton previously reported as Puget Sound.

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

Southern Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Albany	GA	MC	$5,874	-2.2%	13,980	$35	0.10%
Arnold	TN	AFCOMS	5,211	8.6	8,040	54	0.09
Athens	GA	NAVRESSO	2,838	-0.8	4,400	54	0.05
Avon Park	FL	AFCOMS	1,898	-3.3	1,650	96	0.03
Barksdale	LA	AFCOMS	36,404	-0.1	31,707	96	0.60
Camp Merrill	GA	TSA	510	15.6	451	94	0.01
Cecil Field NS	FL	NAVRESSO	6,296	5.5	10,226	51	0.10
Charleston	SC	AFCOMS	29,437	-1.6	30,474	80	0.49
Charleston NS	SC	NAVRESSO	10,529	5.6	25,727	34	0.17
Charleston NWS	SC	NAVRESSO	19,173	18.1	12,031	133	0.32
Columbus	MS	AFCOMS	11,129	8.6	20,828	45	0.18
Corozal	Panama	TSA	21,042	33.7	11,564	152	0.35
Eglin	FL	AFCOMS	40,126	-0.6	23,086	145	0.67
England	LA	AFCOMS	14,040	0.0	14,609	80	0.23
Espinar	Panama	TSA	3,045	21.5	5,200	49	0.05
Ft Benning	GA	TSA	45,542	1.1	32,723	116	0.76
Ft Buchanan	Puerto	TSA	28,888	6.1	18,084	133	0.48
Ft Gillem	GA	TSA	27,820	2.5	21,771	106	0.46
Ft Gordon	GA	TSA	28,748	2.8	22,184	108	0.48
Ft Jackson	SC	TSA	33,970	3.5	27,000	105	0.56
Ft McClellan	AL	TSA	21,064	0.5	15,146	116	0.35
Ft McPherson	GA	TSA	5,448	-0.3	8,100	56	0.09
Ft Polk	LA	TSA	29,063	21.1	18,841	129	0.48
Ft Rucker	AL	TSA	27,238	4.4	22,260	102	0.45
Ft Stewart	GA	TSA	20,231	9.8	27,767	61	0.34
Gulfport	MS	NAVRESSO	5,573	4.2	10,076	46	0.09
Gunter	AL	AFCOMS	12,246	1.6	17,330	59	0.20
Homestead	FL	AFCOMS	32,537	2.4	27,600	98	0.54
Howard	Panama	TSA	5,899	11.1	5,400	91	0.10
Hunter	GA	TSA	13,205	0.9	17,400	63	0.22
Hurlburt Fld	FL	AFCOMS	16,130	9.0	11,917	113	0.27
Jacksonville	FL	NAVRESSO	44,658	24.7	27,137	137	0.74
Keesler	MS	AFCOMS	39,168	5.1	31,976	102	0.65
Key West	FL	NAVRESSO	6,287	22.9	9,139	57	0.10
Kings Bay	GA	NAVRESSO	7,373	22.9	17,000	36	0.12
MacDill	FL	AFCOMS	69,913	0.1	54,073	108	1.16
Maxwell	AL	AFCOMS	27,244	0.9	31,580	72	0.45
Mayport	FL	NAVRESSO	12,981	8.0	11,700	92	0.22
Memphis	TN	NAVRESSO	21,105	3.4	22,468	78	0.35
Meridian	MS	NAVRESSO	4,595	6.5	8,844	43	0.08
Moody	GA	AFCOMS	11,954	3.1	17,583	57	0.20
Myrtle	SC	AFCOMS	12,317	3.1	11,272	91	0.20
New Orleans	LA	NAVRESSO	10,667	5.1	9,600	93	0.18
Orlando	FL	NAVRESSO	22,776	4.3	30,155	63	0.38
Parris Island	SC	MC	9,056	1.1	11,500	66	0.15

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Patrick	FL	AFCOMS	42,945	1.0	30,921	116	0.71
Pensacola	FL	NAVRESSO	31,221	6.5	23,044	113	0.52
Redstone Arsenal	AL	TSA	27,508	4.0	21,035	109	0.46
Robbins	GA	AFCOMS	22,638	2.7	27,382	69	0.38
Roosevelt Roads	Puerto	NAVRESSO	10,728	3.3	9,440	95	0.18
Shaw	SC	AFCOMS	17,989	-2.7	17,123	88	0.30
Tyndall	FL	AFCOMS	24,360	1.4	26,042	78	0.40
Whiting Field	FL	NAVRESSO	4,879	1.7	7,645	53	0.08
DeCA Region Totals			**$1,043,516**	**6.0%**	**974,231**	**$85**	**17.32%**

* Guantanamo Bay operated by NEXCOM as an exchange location store in FY 91, sales included under Jacksonville.

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

Southwest Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Alameda	CA	NAVRESSO	$22,952	-0.7%	22,835	$84	0.38%
Barstow	CA	MC	3,617	-1.8	9,000	33	0.06
Beale	CA	AFCOMS	17,121	0.1	15,392	93	0.28
Camp Pendleton	CA	MC	30,448	-1.3	26,000	98	0.51
Castle	CA	AFCOMS	24,743	6.3	19,980	103	0.41
China Lake	CA	NAVRESSO	3,346	10.1	3,927	71	0.06
Davis-Monthan	AZ	AFCOMS	34,458	-2.2	26,189	110	0.57
Dugway	UT	TSA	2,059	3.9	6,062	28	0.03
Edwards	CA	AFCOMS	17,881	2.9	22,696	66	0.30
El Centro	CA	NAVRESSO	1,363	6.6	4,595	25	0.02
El Toro	CA	MC	22,150	-1.7	25,000	74	0.37
Fallon	NV	NAVRESSO	3,137	15.6	4,000	65	0.05
Ft Huachuca	AZ	TSA	19,903	0.4	19,709	84	0.33
Ft Irwin	CA	TSA	8,999	20.7	22,059	34	0.15
Ft Ord	CA	TSA	43,842	6.5	18,190	201	0.73
George	CA	AFCOMS	15,992	-6.6	13,207	101	0.27
Gila Bend	AZ	AFCOMS	456	7.3	2,663	14	0.01
Hamilton	CA	NAVRESSO	11,856	4.1	19,500	51	0.20
Hill	UT	AFCOMS	29,896	9.8	26,159	95	0.50
Holbrook	AZ	AFCOMS	307	30.8	708	36	0.01
Hunter Leggett	CA	TSA	354				0.01
Imperial Beach	CA	NAVRESSO	32,869	-1.3	38,600	71	0.55
Lemoore	CA	NAVRESSO	10,665	5.5	16,870	53	0.18
Long Beach	CA	NAVRESSO	27,202	7.1	26,800	85	0.45
Los Angles	CA	AFCOMS	14,771	2.0	23,270	53	0.25
Luke	AZ	AFCOMS	33,887	1.7	23,700	119	0.56
March	CA	AFCOMS	34,632	4.8	24,232	119	0.57
Mare Island	CA	NAVRESSO	11,643	-1.3	16,840	58	0.19
Mather	CA	AFCOMS	34,131	0.2	28,011	102	0.57
McClellan	CA	AFCOMS	41,580	4.9	34,953	99	0.69
Miramar	CA	NAVRESSO	58,203	8.7	38,600	126	0.97
Moffett Field	CA	NAVRESSO	28,567	5.2	18,280	130	0.47
Nellis	NV	AFCOMS	50,392	5.4	39,401	107	0.84
North Island	CA	NAVRESSO	8,073	1.2	14,415	47	0.13
Norton	CA	AFCOMS	34,327	-0.6	36,418	79	0.57
Oakland	CA	TSA	6,954	14.4	3,072	189	0.12
Point Mugu	CA	NAVRESSO	3,797	1.4	7,520	42	0.06
Port Hueneme	CA	NAVRESSO	15,665	6.8	14,982	87	0.26
Presidio San Fran	CA	TSA	20,752	1.5	23,264	74	0.34
San Diego NS	CA	NAVRESSO	54,083	13.7	35,124	128	0.90
San Diego NTC	CA	NAVRESSO	9,078	-6.4	13,831	55	0.15
San Onofre	CA	MC	4,502	-6.4	8,700	43	0.07
Sierra	CA	TSA	2,213	12.2	4,500	41	0.04
Skaggs Island	CA	NAVRESSO	165				0.00
Stockton	CA	NAVRESSO	3,754	1.7	7,422	42	0.06

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Travis	CA	AFCOMS	45,376	1.5	34,137	111	0.75
Treasure Island	CA	NAVRESSO	3,640	12.3	9,696	31	0.06
Twentynine Palms	CA	MC	9,958	0.6	15,500	54	0.17
Vandenberg	CA	AFCOMS	20,705	2.1	26,496	65	0.34
Williams	AZ	AFCOMS	19,804	-2.7	28,330	58	0.33
Yuma	AZ	MC	6,534	-9.3	10,400	52	0.11
Yuma Prov Grnds	AZ	TSA	2,134	2.9	6,062	29	0.04
DeCA Region Totals			**$264,936**	**4.0%**	**937,297**	**$76**	**16.01%**

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

European Region

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Amberg	GE	TSA	$1,278	4.3%	2,640	$40	0.02%
Ankara	Turkey	AFCOMS	3,347	2.6	6,642	42	0.06
Ansbach	GE	TSA	8,017	-3.3	11,361	59	0.13
Aschaffenberg	GE	TSA	6,304	-2.3	10,721	49	0.10
Athens	Greece	AFCOMS	782	-85.3	8,395	8	0.01
Augsburg	GE	TSA	11,384	0.6	9,245	103	0.19
Aviano AB	Italy	AFCOMS	6,256	7.5	1,064	490	0.10
Babenhausen	GE	TSA	2,069	9.7	2,878	60	0.03
Bad Aibling	GE	TSA	1,846	16.0	4,250	36	0.03
Bad Hersfeld	GE	TSA	1,727	10.8	3,390	42	0.03
Bad Kissingen	GE	TSA	1,734	4.1	2,347	62	0.03
Bad Kreuznach	GE	TSA	5,550	1.6	7,060	66	0.09
Bad Nauheim	GE	TSA	3,442	-2.7	6,176	46	0.06
Bad Toelz	GE	TSA	1,116	-20.9	4,572	20	0.02
Bamberg	GE	TSA	8,734	0.1	9,056	80	0.14
Baumholder	GE	TSA	9,685	-9.2	9,941	81	0.16
Berlin	GE	TSA	15,108	-2.0	17,100	74	0.25
Bindlach	GE	TSA	1,446	-3.2	2,244	54	0.02
Bitburg AB	GE	AFCOMS	13,752	5.0	25,815	44	0.23
Bremerhaven	GE	TSA	4,892	-27.7	10,458	39	0.08
Buedingen	GE	TSA	1,111	-8.6	3,200	29	0.02
Bueren	GE	TSA	310	26.8	2,200	12	0.01
Cairo	Egypt	TSA	2,061	4.4	3,253	53	0.03
Camp King	GE	TSA	478	-7.3	840	47	0.01
Chievres	Belgium	TSA	9,332	12.1	10,581	73	0.15
Comiso	Italy	AFCOMS	1,687	-52.0	10,422	13	0.03
Crailshein	GE	TSA	1,213	-5.2	2,390	42	0.02
Darmstadt	GE	TSA	7,210	0.5	9,006	67	0.12
Decimomannu	Italy	AFCOMS	323	-22.8	1,700	16	0.01
Dexheim	GE	TSA	2,152	25.7	7,028	26	0.04
Dhahran	Saudi	TSA	2,061	45.1	4,544	38	0.03
Edzell	Scotland	NAVRESSO	2,022	15.1	3,474	49	0.03
Erlangen	GE	TSA	4,147	65.5	10,224	34	0.07
Fischbach	GE	TSA	237	16.5	1,880	11	0.00
Flensburg	GE	TSA	902	109.5	2,130	35	0.01
Fliegerhorst	GE	TSA	1,083	2.0	1,780	51	0.02
Frankfurt	GE	TSA	21,234	-0.1	17,928	99	0.35
Fuerth	GE	TSA	22,446	-5.5	21,870	86	0.37
Fulda	GE	TSA	6,030	1.4	6,719	75	0.10
Garlstedt	GE	TSA	6,641	186.9	13,115	42	0.11
Garmisch	GE	TSA	2,973	156.1	3,315	75	0.05
Gelnhausen	GE	TSA	2,630	-13.2	5,871	37	0.04
Germersheim	GE	TSA	612	11.0	2,787	18	0.01
Giebelstadt	GE	TSA	1,201	33.1	1,524	66	0.02
Giessen	GE	TSA	11,330	-5.7	15,015	63	0.19

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Goeppingen	GE	TSA	1,218	-50.9	4,597	22	0.02
Grafenwoehr	GE	TSA	4,202	7.1	5,952	59	0.07
Hahn AB	GE	AFCOMS	12,213	-13.9	20,700	49	0.20
Hanau	GE	TSA	24,105	0.7	16,813	119	0.40
Heidelberg	GE	TSA	21,401	9.2	18,500	96	0.36
Heilbronn	GE	TSA	4,704	-5.4	8,176	48	0.08
Helenikon	Greece	AFCOMS	782	1019.0	8,199	8	0.01
Herzo Base	GE	TSA	932	-4.8	2,350	33	0.02
Hessisch Olendorf	GE	AFCOMS	781	-44.2	3,173	21	0.01
Hohenfels	GE	TSA	2,144	26.2	2,621	68	0.04
Holy Loch	Scotland	NAVRESSO	8,483	17.6	4,841	146	0.14
Idar Oberstein	GE	TSA	2,364	274.7	2,435	81	0.04
Illesheim	GE	TSA	2,463	0.7	4,701	44	0.04
Incirlik	Turkey	AFCOMS	7,893	24.8	16,109	41	0.13
Iraklion	Greece	AFCOMS	2,667	27.8	4,206	53	0.04
Izmir	Turkey	AFCOMS	2,950	4.6	5,220	47	0.05
Karlsruhe	GE	TSA	7,670	2.2	12,057	53	0.13
Keflavik	Iceland	NAVRESSO	5,718	16.8	7,784	61	0.09
Kelley Barracks	GE	TSA	2,829	-13.3	9,240	26	0.05
Kirchgoens	GE	TSA	2,510	11.1	1,260	166	0.04
Kitzingen	GE	TSA	6,812	-6.9	9,311	61	0.11
Lajes Field	Azores	AFCOMS	6,757	6.6	16,592	34	0.11
Landstuhl	GE	AFCOMS	710	4.7	1,760	34	0.01
Livorno	Italy	TSA	4,181	2.5	5,816	60	0.07
Mainz	GE	TSA	6,911	-4.1	1,550	372	0.11
Mannheim	GE	TSA	15,234	5.7	8,700	146	0.25
McCully Barracks	GE	TSA	426	26.5	1,440	25	0.01
Menwith Hill	England	AFCOMS	3,279	18.1	9,200	30	0.05
Mildenhall	England	AFCOMS	1,539	24.7	2,325	55	0.03
Muenster	GE	TSA	620	17.2	2,487	21	0.01
Munich	GE	TSA	7,810	2.6	10,140	64	0.13
Naples	Italy	NAVRESSO	13,608	31.4	6,804	167	0.23
Neu Ulm	GE	TSA	3,063	-35.6	5,431	47	0.05
Neubruecke	GE	TSA	594	-15.4	2,176	23	0.01
Oslo	Norway	AFCOMS	1,463	6.5	4,032	30	0.02
Panzer	GE	TSA	1,118	-4.5	3,840	24	0.02
Patch Barracks	GE	TSA	8,442	5.0	13,936	50	0.14
Pirmasens	GE	TSA	5,286	3.5	5,317	83	0.09
Pruem	GE	AFCOMS	178	-17.7	1,546	10	0.00
RAF Alconbury	England	AFCOMS	8,931	1.9	22,257	33	0.15
RAF Bentwaters	England	AFCOMS	10,991	5.7	12,979	71	0.18
RAF Burtonwood	England	AFCOMS	286	8.7	1,410	17	0.00
RAF Chicksands	England	AFCOMS	3,612	12.6	7,036	43	0.06
RAF Fairford	England	AFCOMS	1,667	-46.3	8,310	17	0.03
RAF Greenham Common	England	AFCOMS	3,185	-34.1	17,706	15	0.05
RAF Lakenheath	England	AFCOMS	21,813	9.8	26,142	70	0.36
RAF Sculthorpe	England	AFCOMS	145	-43.6	3,148	4	0.00
RAF Upper Heyford	England	AFCOMS	13,947	7.8	12,624	92	0.23
Ramstein AB	GE	AFCOMS	36,613	-1.2	31,468	97	0.61
Regensburg	GE	TSA	122	24.7	770	13	0.00

Commissary	State/ Country	Previous Command	FY 91 Sales ($000)	Total Sales % Change vs. FY 90	Size Sq. Ft.	Avg.Mo. $ Sales Sq. Ft.	ACV
Rhein-Main AB	GE	AFCOMS	21,085	8.5	19,448	90	0.35
Riyadh	Saudi	TSA	5,492	90.9	4,507	102	0.09
Robinson Barracks	GE	TSA	17,248	-7.7	16,073	89	0.29
Rota	Spain	NAVRESSO	9,867	11.5	8,716	94	0.16
Royal Oaks	Spain	AFCOMS	573	-12.8	1,315	36	0.01
San Vito AS	Italy	AFCOMS	3,833	6.9	6,338	50	0.06
Schinnen	Nthrlnd	TSA	6,873	11.6	10,893	53	0.11
Schwabach	GE	TSA	1,153	10.6	3,128	31	0.02
Schwaebisch Gmuend	GE	TSA	1,309	-43.2	4,222	26	0.02
Schwaebisch Hall	GE	TSA	1,263	-4.2	3,816	28	0.02
Schweinfurt	GE	TSA	10,569	4.9	17,833	49	0.18
Sembach AB	GE	AFCOMS	7,395	-7.1	8,308	74	0.12
Sigonella	Italy	NAVRESSO	6,725	13.7	9,025	62	0.11
Soesterberg	Nthrlnd	AFCOMS	4,998	0.4	11,561	36	0.08
Sogel	GE	TSA	885	118.2	2,350	31	0.01
Spangdahlem AB	GE	AFCOMS	8,917	-0.8	11,561	64	0.15
Torrejon AB	Spain	AFCOMS	11,462	3.2	15,839	60	0.19
Trier	GE	AFCOMS	216	12.6	1,476	12	0.00
Vicenza	Italy	TSA	8,422	11.8	3,732	188	0.14
Vilseck	GE	TSA	7,627	14.5	13,115	48	0.13
Vogelweh AB	GE	AFCOMS	20,439	2.6	17,344	98	0.34
Werteim	GE	TSA	1,666	0.3	4,176	33	0.03
Wiesbaden	GE	TSA	21,031	2.6	12,506	140	0.35
Wildflecken	GE	TSA	2,995	-8.0	4,512	55	0.05
Wildflecken Sub-Fac	GE	TSA	528	3.5	1,029	43	0.01
Worms	GE	TSA	3,213	-11.8	6,895	39	0.05
Wuerzburg	GE	TSA	15,025	12.8	13,650	92	0.25
Zaragoza AB	Spain	AFCOMS	3,317	3.0	6,250	44	0.06
Zweibruecken	GE	TSA	6,938	-1.2	13,115	44	0.12
DeCA Region Totals			**$738,331**	**16.7%**	**986,070**	**$61**	**12.25%**

*La Maddalena operated by NEXCOM as an exchange location store in FY 91, sales included under Naples.

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY 91 sales total as a percentage of total sales of all Air Force, Army, Marine Corps and Navy commissaries.

DeCA World Wide Commissary Store Rankings by Total Dollar Sales FY 91 and FY 90

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Ft Belvoir	TSA	1	1	$77,622	$71,306
MacDill AFB	AFCOMS	2	2	69,913	69,809
Ft Lewis	TSA	3	8	63,993	56,990
McChord AFB	AFCOMS	4	3	63,592	64,896
Ft Hood	TSA	5	4	62,680	61,528
Carswell AFB	AFCOMS	6	5	61,566	58,361
McGuire AFB	AFCOMS	7	7	58,745	57,446
Miramar	NAVRESSO	8	11	58,203	53,565
Hickam AFB	AFCOMS	9	9	58,086	54,839
Ft Meade	TSA	10	10	57,808	53,707
Ft Bliss	TSA	11	6	56,825	57,843
San Diego NS	NAVRESSO	12	17	54,083	47,580
Ft Bragg	TSA	13	15	53,101	49,350
Nellis AFB	AFCOMS	14	16	50,392	47,826
Lackland AFB	AFCOMS	15	13	49,678	49,619
Langley AFB	AFCOMS	16	14	49,021	49,455
Wright-Patterson AFB	AFCOMS	17	12	48,814	49,905
Tinker AFB	AFCOMS	18	20	48,641	46,410
Randolph AFB	AFCOMS	19	18	47,611	46,927
Pearl Harbor	NAVRESSO	20	19	45,897	46,895
Ft Benning	TSA	21	21	45,542	45,035
Travis AFB	AFCOMS	22	22	45,376	44,723
Ft Campbell	TSA	23	23	45,143	43,904
Andrews AFB	AFCOMS	24	24	44,936	43,549
Jacksonville	NAVRESSO	25	37	44,658	37,337
Ft Ord	TSA	26	26	43,842	41,183
Patrick AFB	AFCOMS	27	25	42,945	42,514
Ft Sam Houston	TSA	28	33	42,944	38,471
Norfolk	NAVRESSO	29	32	42,481	39,331
Oceana	NAVRESSO	30	41	41,711	36,432
McClellan AFB	AFCOMS	31	30	41,580	39,650
Schofield Barracks	TSA	32	51	41,526	32,988
Scott AFB	AFCOMS	33	27	40,691	40,405
Bergstrom AFB	AFCOMS	34	31	40,277	39,531
Kirtland AFB	AFCOMS	35	29	40,228	40,100
Eglin AFB	AFCOMS	36	28	40,126	40,386
Keesler AFB	AFCOMS	37	38	39,168	37,256
Offutt AFB	AFCOMS	38	35	39,125	38,209
Ft Knox	TSA	39	34	38,193	38,351
Ft Carson	TSA	40	47	38,173	33,434
Lowry AFB	AFCOMS	41	36	37,835	37,796
Ft Sill	TSA	42	55	37,739	32,335

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Ramstein AB	AFCOMS	43	39	36,613	37,074
Barksdale AFB	AFCOMS	44	40	36,404	36,451
March AFB	AFCOMS	45	50	34,632	33,046
Little Creek	NAVRESSO	46	42	34,527	36,143
Davis-Monthan	AFCOMS	47	43	34,458	35,230
Norton AFB	AFCOMS	48	45	34,327	34,548
Peterson AFB	AFCOMS	49	44	34,160	34,874
Mather AFB	AFCOMS	50	46	34,131	34,068
Ft Jackson	TSA	51	52	33,970	32,837
Luke AFB	AFCOMS	52	48	33,887	33,319
Yongsan	TSA	53	53	33,796	32,754
Cameron Station	TSA	54	59	32,980	30,357
Little Rock AFB	AFCOMS	55	54	32,977	32,514
Imperial Beach	NAVRESSO	56	49	32,869	33,305
Homestead AFB	AFCOMS	57	56	32,537	31,782
Pensacola	NAVRESSO	58	62	31,221	29,316
Camp Pendleton	MC	59	57	30,448	30,839
Hill AFB	AFCOMS	60	66	29,896	27,236
Elmendorf AFB	AFCOMS	61	63	29,704	29,282
Charleston AFB	AFCOMS	62	61	29,437	29,912
Fairchild AFB	AFCOMS	63	64	29,396	28,292
Ft Polk	TSA	64	83	29,063	24,000
Ft Buchanan	TSA	65	67	28,888	27,222
Ft Gordon	TSA	66	65	28,748	27,978
Moffett Field	NAVRESSO	67	69	28,567	27,149
Ft Gillem	TSA	68	68	27,820	27,154
Redstone Arsenal	TSA	69	72	27,508	26,461
Bolling AFB	AFCOMS	70	75	27,396	25,655
Quantico	MC	71	70	27,354	27,024
Maxwell AFB	AFCOMS	72	71	27,244	27,006
Ft Rucker	TSA	73	73	27,238	26,097
Long Beach	NAVRESSO	74	76	27,202	25,390
Ft Leonard Wood	TSA	75	80	26,981	24,621
Ft Riley	TSA	76	79	26,851	24,905
Ft Leavenworth	TSA	77	78	26,721	25,026
Kadena	AFCOMS	78	74	25,863	25,766
Ft Lee	TSA	79	81	25,773	24,555
New London	NAVRESSO	80	77	25,556	25,206
Walter Reed	TSA	81	84	25,253	23,794
Castle AFB	AFCOMS	82	88	24,743	23,282
Tyndall AFB	AFCOMS	83	82	24,360	24,034
Hanau	TSA	84	86	24,105	23,491

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Hanscom AFB	AFCOMS	85	92	23,939	21,932
Ft Myer	TSA	86	87	23,547	23,341
Ft Drum	TSA	87	96	23,474	21,326
Alameda	NAVRESSO	88	89	22,952	23,104
Dover AFB	AFCOMS	89	95	22,830	21,803
Orlando	NAVRESSO	90	93	22,776	21,846
Robbins AFB	AFCOMS	91	91	22,638	22,053
Fuerth	TSA	92	85	22,446	23,748
El Toro	MC	93	90	22,150	22,549
RAF Lakenheath	AFCOMS	94	106	21,813	19,858
Sheppard AFB	AFCOMS	95	104	21,572	20,248
Ft Monmouth	TSA	96	111	21,410	19,437
Heidelberg	TSA	97	110	21,401	19,604
Frankfurt	TSA	98	97	21,234	21,260
Ft Devens	TSA	99	116	21,164	18,889
Memphis	NAVRESSO	100	101	21,105	20,408
Rhein-Main AB	AFCOMS	101	112	21,085	19,428
Ft McClellan	TSA	102	98	21,064	20,966
Corozal	TSA	103	123	21,042	17,951
Wiesbaden	TSA	104	58	21,031	30,505
Ft Ben Harrison	TSA	105	108	20,821	19,807
Presidio San Fran	TSA	106	100	20,752	20,450
Vandenberg AFB	AFCOMS	107	103	20,705	20,270
Guam	NAVRESSO	108	120	20,533	18,440
Vogelweh AB	AFCOMS	109	105	20,439	19,924
Ft Stewart	TSA	110	121	20,231	18,426
Osan AB	AFCOMS	111	99	20,189	20,852
Andersen AFB	AFCOMS	112	113	20,148	19,309
Ft Eustis	TSA	113	109	19,997	19,611
Ft Huachuca	TSA	114	107	19,903	19,822
Clark AFB	AFCOMS	115	60	19,806	30,248
Williams AFB	AFCOMS	116	102	19,804	20,357
Whidbey Island	NAVRESSO	117	133	19,182	16,649
Charleston NWS	NAVRESSO	118	137	19,173	16,238
Griffiss AFB	AFCOMS	119	117	18,600	18,746
Dyess AFB	AFCOMS	120	125	18,344	17,571
Cherry Point	MC	121	124	18,250	17,871
Bangor	NAVRESSO	122	127	18,213	17,289
Shaw AFB	AFCOMS	123	119	17,989	18,488
Seymour-Johnson	AFCOMS	124	122	17,969	17,987
Edwards AFB	AFCOMS	125	126	17,881	17,371
McConnell AFB	AFCOMS	126	115	17,797	18,889
Selfridge	TSA	127	141	17,785	15,477
USAF Academy	AFCOMS	128	128	17,751	17,246
Camp Foster	AFCOMS	129	114	17,625	18,972
Seattle	NAVRESSO	130	131	17,620	17,047
Ellsworth AFS	AFCOMS	131	136	17,598	16,449
West Point	TSA	132	135	17,596	16,541
Portsmouth	NAVRESSO	133	134	17,431	16,598
Robinson Barracks	TSA	134	118	17,248	18,696
Beale AFB	AFCOMS	135	130	17,121	17,105
Ft Wainwright	TSA	136	157	17,090	13,366
Tarawa Terrace	MC	137	132	17,065	16,958
C.M. Price	TSA	138	140	16,484	15,504
Hurlburt Fld	AFCOMS	139	145	16,130	14,803
Great Lakes	NAVRESSO	140	138	16,060	15,747
George AFB	AFCOMS	141	129	15,992	17,128
Yokota AB	AFCOMS	142	139	15,945	15,593
Port Hueneme	NAVRESSO	143	147	15,665	14,665
Mannheim	TSA	144	149	15,234	14,411
Ft Richardson	TSA	145	153	15,162	13,987
Berlin	TSA	146	142	15,108	15,411
Holloman AFB	AFCOMS	147	144	15,046	15,071
Wuerzburg	TSA	148	158	15,025	13,322
Newport	NAVRESSO	149	146	14,923	14,756
Malmstrom AFB	AFCOMS	150	150	14,867	14,275
Los Angles AFB	AFCOMS	151	148	14,771	14,486
Ft Sheridan	TSA	152	162	14,315	13,052
Chanute AFB	AFCOMS	153	143	14,280	15,084
Kaneohe Bay	MC	154	154	14,259	13,799
Misawa AB	AFCOMS	155	159	14,113	13,208
England AFB	AFCOMS	156	152	14,040	14,038
RAF Upper Heyford	AFCOMS	157	165	13,947	12,933
Yokosuka	NAVRESSO	158	164	13,895	12,970
Bitburg AB	AFCOMS	159	160	13,752	13,096
Naples	NAVRESSO	160	191	13,608	10,356
Aberdeen	TSA	161	167	13,362	12,613
Hunter AAF	TSA	162	161	13,205	13,090
F.E. Warren AFB	AFCOMS	163	163	13,116	13,027
Hadnot Point	MC	164	156	13,109	13,421
Plattsburgh AFB	AFCOMS	165	166	13,061	12,777
Subic Bay	NAVRESSO	166	155	12,982	13,596
Mayport	NAVRESSO	167	170	12,981	12,019
Grand Forks AFB	AFCOMS	168	168	12,970	12,364
Myrtle Beach AFB	AFCOMS	169	173	12,317	11,946
Gunter AFB	AFCOMS	170	169	12,246	12,058
Hahn AB	AFCOMS	171	151	12,213	14,181
Cannon AFB	AFCOMS	172	186	12,123	10,657
Moody AFB	AFCOMS	173	176	11,954	11,598
Carlisle Barracks	TSA	174	175	11,919	11,685
Hamilton	NAVRESSO	175	177	11,856	11,391
Mt Home AFB	AFCOMS	176	172	11,696	12,010
Mare Island	NAVRESSO	177	174	11,643	11,794
Whiteman AFB	AFCOMS	178	181	11,552	11,066
Ft Hamilton	TSA	179	187	11,506	10,506
Fitzsimons	AFCOMS	180	197	11,468	10,207

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Torrejon AB	AFCOMS	181	180	11,462	11,108
Goodfellow AFB	AFCOMS	182	179	11,385	11,248
Augsburg	TSA	183	178	11,384	11,321
Giessen	TSA	184	171	11,330	12,011
Altus AFB	AFCOMS	185	182	11,190	10,910
Bremerton	NAVRESSO	186	196	11,147	10,230
Columbus AFB	AFCOMS	187	194	11,129	10,251
Brunswick	NAVRESSO	188	183	11,075	10,725
RAF Bentwaters	AFCOMS	189	189	10,991	10,401
Grissom AFB	AFCOMS	190	184	10,898	10,694
Roosevelt Roads	NAVRESSO	191	190	10,728	10,386
New Orleans	NAVRESSO	192	198	10,667	10,154
Lemoore	NAVRESSO	193	199	10,665	10,104
Wurtsmith AFB	AFCOMS	194	193	10,611	10,288
Schweinfurt	TSA	195	200	10,569	10,074
Charleston NS	NAVRESSO	196	202	10,529	9,966
Philadelphia	NAVRESSO	197	201	10,516	9,980
Minot AFB	AFCOMS	198	188	10,428	10,447
Loring AFB	AFCOMS	199	195	10,121	10,239
K.I. Sawyer AFB	AFCOMS	200	207	10,056	9,551
Twentynine Palms	MC	201	204	9,958	9,746
Eaker AFB	AFCOMS	202	205	9,884	9,731
Rota	NAVRESSO	203	212	9,867	8,848
Eielson AFB	AFCOMS	204	192	9,764	10,317
Baumholder	TSA	205	185	9,685	10,666
Mallonee Village	TSA	206	203	9,461	9,754
Chievres	TSA	207	217	9,332	8,326
Barbers Point	NAVRESSO	208	208	9,323	9,319
San Diego NTC	NAVRESSO	209	206	9,078	9,695
Parris Island	MC	210	210	9,056	8,960
Patuxent River	NAVRESSO	211	211	9,022	8,920
Ft Irwin	TSA	212	233	8,999	7,454
Annapolis	NAVRESSO	213	216	8,968	8,556
RAF Alconbury	AFCOMS	214	213	8,931	8,762
Spangdahlem AB	AFCOMS	215	209	8,917	8,988
Charles E Kelly	TSA	216	222	8,800	8,231
Vint Hill	TSA	217	215	8,743	8,586
Bamberg	TSA	218	214	8,734	8,727
Kelly AFB	AFCOMS	219	223	8,715	8,180
Holy Loch	NAVRESSO	220	238	8,483	7,211
Patch Barracks	TSA	221	225	8,442	8,043
Vicenza	TSA	222	230	8,422	7,531
Brooks AFB	AFCOMS	223	220	8,415	8,249
Corpus Christi	NAVRESSO	224	221	8,321	8,238
Mitchel Field	NAVRESSO	225	219	8,313	8,264
North Island	NAVRESSO	226	226	8,073	7,974
Ansbach	TSA	227	218	8,017	8,291
Ft Monroe	TSA	228	224	8,009	8,150
Reese AFB	AFCOMS	229	232	7,995	7,466
Incirlik	AFCOMS	230	250	7,893	6,325
Munich	TSA	231	229	7,810	7,611
Edgewood	TSA	232	234	7,740	7,421
Karlsruhe	TSA	233	231	7,670	7,503
Vilseck	TSA	234	245	7,627	6,662
Ft Ritchie	TSA	235	237	7,464	7,300
Pease AFB	AFCOMS	236	94	7,447	21,842
Sembach AB	AFCOMS	237	227	7,395	7,960
Kings Bay	NAVRESSO	238	255	7,373	6,001
Camp Casey	TSA	239	281	7,216	4,768
Darmstadt	TSA	240	240	7,210	7,174
Oakland	TSA	241	253	6,954	6,080
Zweibruecken	TSA	242	243	6,938	7,023
Mainz	TSA	243	239	6,911	7,206
Schinnen	TSA	244	252	6,873	6,157
Kitzingen	TSA	245	236	6,812	7,320
Lajes Field	AFCOMS	246	249	6,757	6,339
Sigonella	NAVRESSO	247	258	6,725	5,916
Garlstedt	TSA	248	273	6,641	5,004
Taegu	TSA	249	241	6,641	7,151
New Cumberland	TSA	250	246	6,639	6,643
Tobyhanna	TSA	251	251	6,540	6,184
Yuma	MC	252	235	6,534	7,360
Aschaffenberg	TSA	253	248	6,304	6,453
Sagamihara	TSA	254	247	6,304	6,593
Cecil Field NS	NAVRESSO	255	256	6,296	5,970
Key West	NAVRESSO	256	271	6,287	5,115
Aviano AB	AFCOMS	257	260	6,256	5,818
DGSC	TSA	258	261	6,163	5,796
Bangor ANGB	AFCOMS	259	262	6,130	5,474
Ft Hood Sub-Fac	TSA	260	259	6,116	5,870
Fulda	TSA	261	257	6,030	5,948
Howard	TSA	262	267	5,899	5,308
Albany	MC	263	254	5,874	6,00S
Okinawa CDC	AFCOMS	264	242	5,767	7,044
Keflavik	NAVRESSO	265	276	5,718	4,894
Rock Island	TSA	266	269	5,683	5,20S
Gulfport	NAVRESSO	267	266	5,573	5,348
Vance AFB	AFCOMS	268	265	5,550	5,458
Bad Kreuznach	TSA	269	264	5,550	5,461
Riyadh	TSA	270	317	5,492	2,877
Ft McPherson	TSA	271	263	5,448	5,465
Laughlin AFB	AFCOMS	272	268	5,444	5,273
Pirmasens	TSA	273	272	5,286	5,108
Adak	NAVRESSO	274	270	5,261	5,195
Arnold AFS	AFCOMS	275	279	5,211	4,796
Soesterberg	AFCOMS	276	274	4,998	4,981

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Ft Story	TSA	277	284	4,903	4,401
Bremerhaven	TSA	278	244	4,892	6,765
Whiting Field	NAVRESSO	279	280	4,879	4,796
Camp Courtney	AFCOMS	280	290	4,837	3,977
Bermuda	NAVRESSO	281	283	4,803	4,718
Atsugi	NAVRESSO	282	287	4,778	4,279
Camp Kinser	AFCOMS	283	332	4,757	2,233
Heilbronn	TSA	284	275	4,704	4,973
Ft Shafter	TSA	285	228	4,665	7,614
White Sands	TSA	286	285	4,598	4,321
Meridian	NAVRESSO	287	286	4,595	4,313
San Onofre	MC	288	278	4,502	4,809
Ft McNair	TSA	289	296	4,436	3,672
Scotia	NAVRESSO	290	291	4,252	3,963
Grafenwoehr	TSA	291	292	4,202	3,924
Livorno	TSA	292	288	4,181	4,080
Erlangen	TSA	293	324	4,147	2,506
Lexington	TSA	294	298	3,998	3,638
New River	MC	295	289	3,895	3,982
Seneca	TSA	296	305	3,849	3,394
San Vito AS	AFCOMS	297	299	3,833	3,587
Point Mugu	NAVRESSO	298	293	3,797	3,745
Stockton	NAVRESSO	299	294	3,754	3,692
Governor's Island	NAVRESSO	300	300	3,691	3,569
ARDEC	TSA	301	310	3,685	3,227
Treasure Island	NAVRESSO	302	308	3,640	3,240
Pusan	TSA	303	304	3,634	3,444
Iwakuni	MC	304	303	3,621	3,478
Barstow	MC	305	295	3,617	3,685
RAF Chicksands	AFCOMS	306	312	3,612	3,208
Bad Nauheim	TSA	307	301	3,442	3,538
Ankara	AFCOMS	308	306	3,347	3,264
China Lake	NAVRESSO	309	314	3,346	3,038
Zaragoza AB	AFCOMS	310	311	3,317	3,219
Menwith Hill	AFCOMS	311	321	3,279	2,776
Worms	TSA	312	297	3,213	3,642
Greenham Common	AFCOMS	313	277	3,185	4,831
Fallon	NAVRESSO	314	323	3,137	2,713
Neu Ulm	TSA	315	282	3,063	4,756
Espinar	TSA	316	325	3,045	2,506
Yorktown	NAVRESSO	317	316	3,031	3,002
Wildflecken	TSA	318	309	2,995	3,235
Garmisch	TSA	319	369	2,973	1,161
Izmir	AFCOMS	320	320	2,950	2,821
Lakehurst	NAVRESSO	321	318	2,906	2,865
Athens	NAVRESSO	322	319	2,838	2,861
Kelley Barracks	TSA	323	307	2,829	3,262
Kunsan AB	AFCOMS	324	322	2,716	2,751

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Camp Humphreys	TSA	325	330	2,688	2,263
Iraklion	AFCOMS	326	334	2,667	2,087
Gelnhaufien	TSA	327	315	2,630	3,029
Kirchgoens	TSA	328	331	2,510	2,260
Camp Stanley	TSA	329	345	2,489	1,785
Illesheim	TSA	330	327	2,463	2,445
Idar Oberstein	TSA	331	387	2,364	631
Sasebo	NAVRESSO	332	333	2,317	2,123
Ft Greely	TSA	333	328	2,251	2,327
Sierra	TSA	334	339	2,213	1,972
Dexheim	TSA	335	347	2,152	1,712
Hohenfels	TSA	336	348	2,144	1,700
Yuma Prov Grnds	TSA	337	335	2,134	2,073
Pope AFB	TSA	338	336	2,119	2,006
Kingville	NAVRESSO	339	342	2,104	1,916
Beeville	NAVRESSO	340	341	2,080	1,957
Babenhausen	TSA	341	343	2,069	1,885
Cairo	TSA	342	338	2,061	1,974
Dhahran	TSA	343	356	2,061	1,421
Dugway	TSA	344	337	2,059	1,981
Edzell	NAVRESSO	345	346	2,022	1,757
Avon Park	AFCOMS	346	340	1,898	1,963
Camp Zama	TSA	347	344	1,875	1,795
Bad Aibling	TSA	348	351	1,846	1,591
Hannam Village	TSA	349	370	1,743	1,094
Bad Kissingen	TSA	350	349	1,734	1,666
Bad Hersfeld	TSA	351	352	1,727	1,558
Comiso	AFCOMS	352	302	1,687	3,513
Camp Carroll	TSA	353	353	1,681	1,510
RAF Fairford	AFCOMS	354	313	1,667	3,102
Werteim	TSA	355	350	1,666	1,662
Mildenhall	AFCOMS	356	365	1,539	1,234
Oslo	AFCOMS	357	359	1,463	1,373
Bindlach	TSA	358	354	1,446	1,494
Dahlgren	NAVRESSO	359	360	1,424	1,372
El Centro	NAVRESSO	360	364	1,363	1,279
Camp Edwards	TSA	361	355	1,344	1,478
Schwaebisch Gmuend	TSA	362	329	1,309	2,305
Amberg	TSA	363	366	1,278	1,225
Schwaebisch Hall	TSA	364	361	1,263	1,319
Goeppingen	TSA	365	326	1,218	2,481
Crailshein	TSA	366	363	1,213	1,279
Giebelstadt	TSA	367	375	1,201	902
Schwabach	TSA	368	372	1,153	1,042
Panzer	TSA	369	368	1,118	1,171
Bad Toelz	TSA	370	357	1,116	1,411
Buedingen	TSA	371	367	1,111	1,216
New York Naval St	NAVRESSO	372	-	1,100	0

Commissary	Previous Command	FY 91 Rank	FY 90 Rank	FY 91 Sales ($000)	FY 90 Sales ($000)
Fliegerhorst	TSA	373	371	1,083	1,062
Argentia	NAVRESSO	374	374	978	940
Herzo Base	TSA	375	373	932	979
McCoy	TSA	376	-	918	0
Flensburg	TSA	377	394	902	430
San Miguel	NAVRESSO	378	362	901	1,315
Sogel	TSA	379	398	885	406
Exmouth	NAVRESSO	380	377	876	778
Athens	AFCOMS	381	380	782	693
Helenikon	AFCOMS	382	379	782	694
Hessisch Olendorf	AFCOMS	383	358	781	1,401
Winter Harbor	NAVRESSO	384	376	781	782
Landstuhl	AFCOMS	385	383	710	678
Crane	NAVRESSO	386	382	710	681
Camp Page	TSA	387	386	697	641
Cutler	NAVRESSO	388	381	680	685
Muenster	TSA	389	389	620	529
Germersheim	TSA	390	388	612	552
Neubruecke	TSA	391	378	594	702
Chinhae	NAVRESSO	392	384	580	667
Royal Oaks	AFCOMS	393	385	573	657
LaJunta AFS	AFCOMS	394	392	536	447
Wildflecken Sub-Fac	TSA	395	390	528	529
Camp Merrill	TSA	396	393	510	441
Camp King	TSA	397	391	478	515
Gila Bend AFS	AFCOMS	398	395	456	425
Powell AFS	AFCOMS	399	397	439	417
Wilder AFS	AFCOMS	400	402	437	312
McCully Barracks	TSA	401	399	426	336
Belle Fourche AFS	AFCOMS	402	400	370	333
Hunter Leggett	TSA	403	-	354	0
Sagami	TSA	404	401	353	322
Decimomannu	AFCOMS	405	396	323	418
Bueren	TSA	406	406	310	244
Holbrook AFS	AFCOMS	407	407	307	235
Dickinson AFS	AFCOMS	408	403	291	288
Forsyth AFS	AFCOMS	409	408	288	235
RAF Burtonwood	AFCOMS	410	404	286	263
Fischbach	TSA	411	410	237	203
Trier	AFCOMS	412	411	216	192
Havre AFS	AFCOMS	413	412	189	191
Pruem	AFCOMS	414	409	178	216
Skaggs Island	NAVRESSO	415	414	165	132
Conrad AFS	AFCOMS	416	413	150	135
RAF Sculthorpe	AFCOMS	417	405	145	257
Regensburg	TSA	418	415	122	98
Camp Kure	TSA	419	416	69	53
Totals				**$6,026,090**	**$5,830,197**

*Note: Fort McCoy opened in Apr. 1991, Hunter-Leggett opened in Feb. 1991, and New York Naval Station opened in Dec. 1990.

DeCA World Wide Commissary Store Rankings
by Total Sq. Ft. of Sales Area

Commissary Ranking	State/ Country	Previous Command	Size Sq. Ft.
1 MacDill	FL	AFCOMS	54,073
2 Carswell	TX	AFCOMS	48,682
3 McChord	WA	AFCOMS	46,988
4 Tinker	OK	AFCOMS	46,477
5 Kirtland	NM	AFCOMS	43,793
6 McGuire	NJ	AFCOMS	40,837
7 Andrews	MD	AFCOMS	40,810
8 Lackland	TX	AFCOMS	39,954
9 Nellis	NV	AFCOMS	39,401
10 Imperial Beach	CA	NAVRESSO	38,600
11 Miramar	CA	NAVRESSO	38,600
12 Ft Bragg	NC	TSA	38,260
13 Wright-Patterson	OH	AFCOMS	38,100
14 Langley	VA	AFCOMS	37,448
15 Lowry	CO	AFCOMS	37,258
16 Norton	CA	AFCOMS	36,418
17 Little Creek	VA	NAVRESSO	35,912
18 Bergstrom	TX	AFCOMS	35,327
19 San Diego NS	CA	NAVRESSO	35,124
20 McClellan	CA	AFCOMS	34,953
21 Travis	CA	AFCOMS	34,137
22 Scott	IL	AFCOMS	33,691
23 Ft Benning	GA	TSA	32,723
24 Randolph	TX	AFCOMS	32,414
25 Offutt	NE	AFCOMS	32,214
26 Keesler	MS	AFCOMS	31,976
27 Peterson	CO	AFCOMS	31,890
28 Barksdale	LA	AFCOMS	31,707
29 Cameron Station	VA	TSA	31,616
30 Maxwell	AL	AFCOMS	31,580
31 Ft Sill	OK	TSA	31,537
32 Ramstein	GE	AFCOMS	31,468
33 Ft Bliss	TX	TSA	31,093
34 Oceana	VA	NAVRESSO	30,991
35 Patrick	FL	AFCOMS	30,921
36 Charleston	SC	AFCOMS	30,474
37 Ft Lewis	WA	TSA	30,280
38 Fairchild	WA	AFCOMS	30,262
39 Orlando	FL	NAVRESSO	30,155
40 Little Rock	AR	AFCOMS	30,102
41 Hanscom	MA	AFCOMS	29,728
42 Bolling	DC	AFCOMS	29,716
43 Ft Knox	KY	TSA	29,530
44 Ft Hood	TX	TSA	29,428
45 Norfolk	VA	NAVRESSO	29,000
46 Ft Meade	MD	TSA	28,800
47 Elmendorf	AK	AFCOMS	28,641
48 Williams	AZ	AFCOMS	28,330
49 Pease	NH	AFCOMS	28,210
50 Mather	CA	AFCOMS	28,011
51 Kadena	Okinawa	AFCOMS	27,839
52 Ft Stewart	GA	TSA	27,767
53 Homestead	FL	AFCOMS	27,600
54 Sheppard	TX	AFCOMS	27,383
55 Robbins	GA	AFCOMS	27,382
56 Jacksonville	FL	NAVRESSO	27,137
57 Ft Jackson	SC	TSA	27,000
58 Chanute	IL	AFCOMS	26,840
59 Long Beach	CA	NAVRESSO	26,800
60 Vandenberg	CA	AFCOMS	26,496
61 Hickam	HI	AFCOMS	26,460
62 Davis-Monthan	AZ	AFCOMS	26,189
63 Hill	UT	AFCOMS	26,159
64 Lakenheath	England	AFCOMS	26,142
65 Tyndall	FL	AFCOMS	26,042
66 Cmp Pendleton	CA	MC	26,000
67 Ft Myer	VA	TSA	26,000
68 Bitburg	GE	AFCOMS	25,815
69 Charleston NS	SC	NAVRESSO	25,727
70 Ft Campbell	KY	TSA	25,436
71 Ft Lee	VA	TSA	25,200
72 Schofield Brcks	HI	TSA	25,059
73 El Toro	CA	MC	25,000
74 Yongsan	Korea	TSA	24,824
75 Ft Belvoir	VA	TSA	24,753
76 Holloman	NM	AFCOMS	24,668
77 Pearl Harbor	HI	NAVRESSO	24,641
78 March	CA	AFCOMS	24,232
79 Dover	DE	AFCOMS	24,184
80 Malmstrom	MT	AFCOMS	23,798
81 F.E. Warren	WY	AFCOMS	23,772
82 Clark	Philip	AFCOMS	23,730
83 Luke	AZ	AFCOMS	23,700
84 Ft Riley	KS	TSA	23,500
85 Ft Sam Houston	TX	TSA	23,368
86 Los Angles	CA	AFCOMS	23,270
87 Presidio S.F.	CA	TSA	23,264
88 Eglin	FL	AFCOMS	23,086
89 Pensacola	FL	NAVRESSO	23,044
90 Alameda	CA	NAVRESSO	22,835
91 Edwards	CA	AFCOMS	22,696
92 Memphis	TN	NAVRESSO	22,468
93 Dyess	TX	AFCOMS	22,362
94 Ft Rucker	AL	TSA	22,260
95 Alconbury	England	AFCOMS	22,257
96 Ft Gordon	GA	TSA	22,184
97 Ft Irwin	CA	TSA	22,059
98 Fuerth	GE	TSA	21,870
99 Ft Carson	CO	TSA	21,864
100 Ft Gillem	GA	TSA	21,771
101 New London	CT	NAVRESSO	21,685
102 Misawa	Japan	AFCOMS	21,635
103 Ft Sheridan	IL	TSA	21,417
104 Wurtsmith	MI	AFCOMS	21,380
105 Portsmouth	VA	NAVRESSO	21,346
106 Osan	Korea	AFCOMS	21,250
107 Bangor	WA	NAVRESSO	21,200
108 Redstone Arsenal	AL	TSA	21,035
109 C.M. Price	IL	TSA	20,912
110 Columbus	MS	AFCOMS	20,828
111 Hahn	GE	AFCOMS	20,700
112 Ft Monmouth	NJ	TSA	20,520
113 Ft Wainwright	AK	TSA	20,353
114 Castle	CA	AFCOMS	19,980
115 Altus	OK	AFCOMS	19,880
116 Ft Huachuca	AZ	TSA	19,709
117 Hamilton	CA	NAVRESSO	19,500
118 Quantico	VA	MC	19,500
119 Andersen	Guam	AFCOMS	19,462
120 Rhein-Main	GE	AFCOMS	19,448
121 Ft Eustis	VA	TSA	19,400
122 Yokota	Japan	AFCOMS	19,210
123 Kelly	TX	AFCOMS	19,176
124 Loring	ME	AFCOMS	19,052
125 Ft Polk	LA	TSA	18,841
126 Ft Drum	NY	TSA	18,721
127 Great Lakes	IN	NAVRESSO	18,700
128 Reese	TX	AFCOMS	18,700
129 Cherry Point	NC	MC	18,655

Commissary Ranking	State/ Country	Previous Command	Size Sq. Ft.
130 Heidelberg	GE	TSA	18,500
131 Whiteman	MO	AFCOMS	18,313
132 Moffett Field	CA	NAVRESSO	18,280
133 Ft Ord	CA	TSA	18,190
134 Ft Buchanan	Puerto	TSA	18,084
135 Tarawa Terrace	NC	MC	18,053
136 West Point	NY	TSA	18,010
137 Frankfurt	GE	TSA	17,928
138 Cannon	NM	AFCOMS	17,913
139 Schweinfurt	GE	TSA	17,833
140 Ft McNair	DC	TSA	17,800
141 Laughlin	TX	AFCOMS	17,800
142 Greenham Com	England	AFCOMS	17,706
143 Ellsworth	SD	AFCOMS	17,596
144 Moody	GA	AFCOMS	17,583
145 Philadelphia	PA	NAVRESSO	17,502
146 K.I. Sawyer	MI	AFCOMS	17,428
147 Hunter	GA	TSA	17,400
148 Vogelweh	GE	AFCOMS	17,344
149 Gunter	AL	AFCOMS	17,330
150 Goodfellow	TX	AFCOMS	17,322
151 Shaw	SC	AFCOMS	17,123
152 Berlin	GE	TSA	17,100
153 Ft Leavenworth	KS	TSA	17,043
154 Seymour-Johnsn	NC	AFCOMS	17,035
155 Grissom	IN	AFCOMS	17,021
156 Kings Bay	GA	NAVRESSO	17,000
157 Lemoore	CA	NAVRESSO	16,870
158 Mare Island	CA	NAVRESSO	16,840
159 Hanau	GE	TSA	16,813
160 USAF Acad.	CO	AFCOMS	16,767
161 Hadnot Point	NC	MC	16,627
162 Lajes Field	Azores	AFCOMS	16,592
163 Mt Home	ID	AFCOMS	16,449
164 Grand Forks	ND	AFCOMS	16,422
165 Griffiss	NY	AFCOMS	16,231
166 Brooks	TX	AFCOMS	16,216
167 Incirlik	Turkey	AFCOMS	16,109
168 Robinson Brcks	GE	TSA	16,073
169 McConnell	KS	AFCOMS	15,935
170 Torrejon	Spain	AFCOMS	15,839
171 Ft Richardson	AL	TSA	15,713
172 Cmp Foster	Okinawa	AFCOMS	15,681
173 Twentynine Plms	CA	MC	15,500
174 Beale	CA	AFCOMS	15,392
175 Minot	ND	AFCOMS	15,329
176 Guam	Guam	NAVRESSO	15,303
177 Ft McClellan	AL	TSA	15,146
178 Giessen	GE	TSA	15,015
179 Port Hueneme	CA	NAVRESSO	14,982
180 Leonard Woods	MO	TSA	14,910
181 England	LA	AFCOMS	14,609
182 Yokosuka	Japan	NAVRESSO	14,600
183 Seattle	WA	NAVRESSO	14,545
184 North Island	CA	NAVRESSO	14,415
185 Newport	RI	NAVRESSO	14,346
186 Aberdeen	MD	TSA	14,229
187 Ft Ben Harrison	IN	TSA	14,145
188 Corpus Christi	TX	NAVRESSO	14,024
189 Albany	GA	MC	13,980
190 Patch Brcks	GE	TSA	13,936
191 San Diego NTC	CA	NAVRESSO	13,831
192 Wuerzburg	GE	TSA	13,650
193 Eaker	AR	AFCOMS	13,546
194 Nw Cumberland	PA	TSA	13,390
195 Annapolis	MD	NAVRESSO	13,374
196 Kaneohe Bay	HI	MC	13,300
197 George	CA	AFCOMS	13,207
198 Garlstedt	GE	TSA	13,115
199 Vilseck	GE	TSA	13,115
200 Zweibruecken	GE	TSA	13,115
201 Bentwaters	England	AFCOMS	12,979
202 Plattsburgh	NY	AFCOMS	12,906
203 Ft Devens	MA	TSA	12,770
204 Cmp Courtney	Okinawa	AFCOMS	12,746
205 Edgewood	MD	TSA	12,644
206 Upper Heyford	England	AFCOMS	12,624
207 DGSC	VA	TSA	12,586
208 Wiesbaden	GE	TSA	12,506
209 Vance	OK	AFCOMS	12,383
210 Whidbey Island	WA	NAVRESSO	12,354
211 Bremerton	WA	NAVRESSO	12,352
212 Mitchel Field	NY	NAVRESSO	12,290
213 Karlsruhe	GE	TSA	12,057
214 Charleston NWS	SC	NAVRESSO	12,031
215 Hurlburt Fld	FL	AFCOMS	11,917
216 Mayport	FL	NAVRESSO	11,700
217 Brunswick	ME	NAVRESSO	11,662
218 Corozal	Panama	TSA	11,564
219 Soesterberg	Nthrlnd	AFCOMS	11,561
220 Spangdahlem	GE	AFCOMS	11,561
221 Parris Island	SC	MC	11,500
222 Ft Hamilton	NY	TSA	11,400
223 Ansbach	GE	TSA	11,361
224 Carlisle Brcks	PA	TSA	11,312
225 Myrtle	SC	AFCOMS	11,272
226 Subic Bay	Philip	NAVRESSO	11,056
227 Fitzsimons	CO	AFCOMS	10,944
228 Schinnen	Nthrlnd	TSA	10,893
229 Sagamihara	Japan	TSA	10,755
230 Aschaffenberg	GE	TSA	10,721
231 Chievres	Belgium	TSA	10,581
232 Bremerhaven	GE	TSA	10,458
233 Comiso	Italy	AFCOMS	10,422
234 Yuma	AZ	MC	10,400
235 Cecil Field NS	FL	NAVRESSO	10,226
236 Erlangen	GE	TSA	10,224
237 Munich	GE	TSA	10,140
238 Gulfport	MS	NAVRESSO	10,076
239 Baumholder	GE	TSA	9,941
240 Eielson	AK	AFCOMS	9,794
241 Treasure Island	CA	NAVRESSO	9,696
242 Selfridge	MI	TSA	9,687
243 Barbers Point	HI	NAVRESSO	9,660
244 New Orleans	LA	NAVRESSO	9,600
245 Pope	NC	TSA	9,587
246 Roosevelt Roads	Puerto	NAVRESSO	9,440
247 Patuxent River	MD	NAVRESSO	9,406
248 Kitzingen	GE	TSA	9,311
249 Augsburg	GE	TSA	9,245
250 Kelley Brcks	GE	TSA	9,240
251 Menwith Hill	England	AFCOMS	9,200
252 Key West	FL	NAVRESSO	9,139
253 Bamberg	GE	TSA	9,056
254 Sigonella	Italy	NAVRESSO	9,025
255 Darmstadt	GE	TSA	9,006
256 Barstow	CA	MC	9,000
257 Iwakuni	Japan	MC	9,000
258 Tobyhanna	PA	TSA	9,000
259 Meridian	MS	NAVRESSO	8,844
260 Rota	Spain	NAVRESSO	8,716
261 Mannheim	GE	TSA	8,700
262 San Onofre	CA	MC	8,700
263 Adak	AK	NAVRESSO	8,480
264 Athens	Greece	AFCOMS	8,395
265 Fairford	England	AFCOMS	8,310
266 Sembach	GE	AFCOMS	8,308
267 Scotia	NY	NAVRESSO	8,200
268 Helenikon	Greece	AFCOMS	8,199
269 Heilbronn	GE	TSA	8,176
270 Ft McPherson	GA	TSA	8,100
271 Vint Hill	VA	TSA	8,088
272 Ft Monroe	VA	TSA	8,049
273 Arnold	TN	AFCOMS	8,040
274 Bangor ANGB	ME	AFCOMS	7,850
275 Keflavik	Iceland	NAVRESSO	7,784
276 Whiting Field	FL	NAVRESSO	7,645

Commissary Ranking	State/ Country	Previous Command	Size Sq. Ft.
277 Point Mugu	CA	NAVRESSO	7,520
278 Stockton	CA	NAVRESSO	7,422
279 Lexington	KY	TSA	7,196
280 Bad Kreuznach	GE	TSA	7,060
281 Yorktown	VA	NAVRESSO	7,056
282 Chicksands	England	AFCOMS	7,036
283 Dexheim	GE	TSA	7,028
284 Rock Island	IL	TSA	6,944
285 Worms	GE	TSA	6,895
286 Naples	Italy	NAVRESSO	6,804
287 White Sands	NM	TSA	6,768
288 Argentia	Nwfndlnd	NAVRESSO	6,726
289 Fulda	GE	TSA	6,719
290 Governor's Isl.	NY	NAVRESSO	6,700
291 Kingville	TX	NAVRESSO	6,700
292 Ankara	Turkey	AFCOMS	6,642
293 ARDEC	PA	TSA	6,400
294 Ft Shafter	HI	TSA	6,393
295 Mallonee Vlg	NC	TSA	6,360
296 New River	NC	MC	6,344
297 San Vito AS	Italy	AFCOMS	6,338
298 Atsugi	Japan	NAVRESSO	6,326
299 Ft Greely	AK	TSA	6,290
300 Zaragoza	Spain	AFCOMS	6,250
301 Cmp Kinser	Okinawa	AFCOMS	6,202
302 Bad Nauheim	GE	TSA	6,176
303 Dugway	UT	TSA	6,062
304 Yuma Prov Grnds	AZ	TSA	6,062
305 Charles E Kelly	PA	TSA	6,000
306 Grafenwoehr	GE	TSA	5,952
307 Gelnhausen	GE	TSA	5,871
308 Livorno	Italy	TSA	5,816
309 Pusan	Korea	TSA	5,734
310 Bermuda	Bermuda	NAVRESSO	5,607
311 Ft Ritchie	MD	TSA	5,500
312 Beeville	TX	NAVRESSO	5,464
313 Neu Ulm	GE	TSA	5,431
314 Howard	Panama	TSA	5,400
315 Pirmasens	GE	TSA	5,317
316 Izmir	Turkey	AFCOMS	5,220
317 Espinar	Panama	TSA	5,200
318 Lakehurst	NJ	NAVRESSO	5,075
319 Ft Hood Sub-Fac	TX	TSA	5,061
320 Taegu	Korea	TSA	4,875
321 Holy Loch	Scotland	NAVRESSO	4,841
322 Kunsan	Korea	AFCOMS	4,752
323 San Miguel	Philip	NAVRESSO	4,735
324 Illesheim	GE	TSA	4,701
325 Goeppingen	GE	TSA	4,597
326 El Centro	CA	NAVRESSO	4,595
327 Dahlgren	VA	NAVRESSO	4,593
328 Bad Toelz	GE	TSA	4,572
329 Dhahran	Saudi	TSA	4,544
330 Wildflecken	GE	TSA	4,512
331 Riyadh	Saudi	TSA	4,507
332 Sierra	CA	TSA	4,500
333 Athens	GA	NAVRESSO	4,400
334 Ft Story	VA	TSA	4,269
335 Bad Aibling	GE	TSA	4,250
336 Schwaeb. Gmuend	GE	TSA	4,222
337 Iraklion	Greece	AFCOMS	4,206
338 Cmp Edwards	Korea	TSA	4,205
339 Werteim	GE	TSA	4,176
340 Oslo	Norway	AFCOMS	4,032
341 Fallon	NV	NAVRESSO	4,000
342 China Lake	CA	NAVRESSO	3,927
343 Seneca	NY	TSA	3,866
344 Cmp Zama	Japan	TSA	3,852
345 Panzer	GE	TSA	3,840
346 Schwaebisch Hall	GE	TSA	3,816
347 Vicenza	Italy	TSA	3,732
348 Cmp Carroll	Korea	TSA	3,560
349 Edzell	Scotland	NAVRESSO	3,474
350 Bad Hersfeld	GE	TSA	3,390
351 Garmisch	GE	TSA	3,315
352 Cairo	Egypt	TSA	3,253
353 Sasebo	Japan	NAVRESSO	3,208
354 Buedingen	GE	TSA	3,200
355 Hessisch Olndrf	GE	AFCOMS	3,173
356 Sculthorpe	England	AFCOMS	3,148
357 Schwabach	GE	TSA	3,128
358 Exmouth	Astrlia	NAVRESSO	3,077
359 Oakland	CA	TSA	3,072
360 Cmp Humphreys	Korea	TSA	3,065
361 Cmp Casey	Korea	TSA	3,060
362 Hannam Village	Korea	TSA	2,950
363 Babenhausen	GE	TSA	2,878
364 Germersheim	GE	TSA	2,787
365 Gila Bend	AZ	AFCOMS	2,663
366 Crane	IN	NAVRESSO	2,650
337 Amberg	GE	TSA	2,640
368 Hohenfels	GE	TSA	2,621
369 Powell	WY	AFCOMS	2,566
370 Walter Reed	DC	TSA	2,500
371 Muenster	GE	TSA	2,487
372 Idar Oberstein	GE	TSA	2,435
373 Chinhae	Korea	NAVRESSO	2,400
374 Crailshein	GE	TSA	2,390
375 Herzo Base	GE	TSA	2,350
376 Sogel	GE	TSA	2,350
377 Bad Kissingen	GE	TSA	2,347
378 Mildenhall	England	AFCOMS	2,325
379 Cutler	ME	NAVRESSO	2,252
380 Bindlach	GE	TSA	2,244
381 Bueren	GE	TSA	2,200
382 Neubruecke	GE	TSA	2,175
383 Flensburg	GE	TSA	2,130
384 Wilder	ID	AFCOMS	2,100
385 Sagami	Japan	TSA	2,016
386 Belle Fourche	SD	AFCOMS	2,015
387 Conrad	MT	AFCOMS	2,015
388 Dickinson	ND	AFCOMS	2,015
389 Forsyth	MT	AFCOMS	2,015
390 Havre	MT	AFCOMS	2,015
391 Fischbach	GE	TSA	1,880
392 Winter Harbor	ME	NAVRESSO	1,876
393 Fliegerhorst	GE	TSA	1,780
394 Landstuhl	GE	AFCOMS	1,760
395 Decimomannu	Italy	AFCOMS	1,700
396 Avon Park	FL	AFCOMS	1,650
397 Mainz	GE	TSA	1,550
398 Pruem	GE	AFCOMS	1,546
399 Giebelstadt	GE	TSA	1,524
400 LaJunta	CO	AFCOMS	1,488
401 Trier	GE	AFCOMS	1,476
402 McCully Brcks	GE	TSA	1,440
403 Burtonwood	England	AFCOMS	1,410
404 Cmp Stanley	Korea	TSA	1,369
405 Cmp Page	Korea	TSA	1,324
406 Royal Oaks	Spain	AFCOMS	1,315
407 Kirchgoens	GE	TSA	1,260
408 Aviano	Italy	AFCOMS	1,064
409 Wildflecken	GE	TSA	1,029
410 Cmp King	GE	TSA	840
411 Cmp Kure	Japan	TSA	790
412 Regensburg	GE	TSA	770
413 Holbrook	AZ	AFCOMS	708
414 Cmp Merrill	GA	TSA	451
415 Hunter Leggett	CA	TSA	NA
416 McCoy	WI	TSA	NA
417 N.Y. Naval St	NY	NAVRESSO	NA
418 Okinawa CDC	Okinawa	AFCOMS	NA
419 Skaggs Island	CA	NAVRESSO	NA

DeCA World Wide Commissary Store Rankings
by Average Monthly Dollar Sales/Square Foot...Based on FY91 Sales

Commissary Ranking	State/ Country	Previous Command	Avg. Mo. $ Sales Sq. Ft.
1 Walter Reed	DC	TSA	842
2 Aviano	Italy	AFCOMS	490
3 Mainz	GE	TSA	372
4 Ft Belvoir	VA	TSA	261
5 Ft Ord	CA	TSA	201
6 Camp Casey	Korea	TSA	197
7 Oakland	CA	TSA	189
8 Vicenza	Italy	TSA	188
9 Hickam	HI	AFCOMS	183
10 Ft Hood	TX	TSA	177
11 Ft Lewis	WA	TSA	176
12 Ft Meade	MD	TSA	167
13 Naples	Italy	NAVRESSO	167
14 Kirchgoens	GE	TSA	166
15 Pearl Harbor	HI	NAVRESSO	155
16 Ft Sam Houston	TX	TSA	153
17 Selfridge	MI	TSA	153
18 Ft Bliss	TX	TSA	152
19 Corozal	Panama	TSA	152
20 Camp Stanley	Korea	TSA	152
21 Ft Leonard Wood	MO	TSA	151
22 Ft Campbell	KY	TSA	148
23 Holy Loch	Scotland	NAVRESSO	146
24 Mannheim	GE	TSA	146
25 Ft Carson	CO	TSA	145
26 Eglin	FL	AFCOMS	145
27 Wiesbaden	GE	TSA	140
28 Ft Devens	MA	TSA	138
29 Schofield Brcks	HI	TSA	138
30 Jacksonville	FL	NAVRESSO	137
31 Ft Buchanan	Puerto	TSA	133
32 Charleston NWS	SC	NAVRESSO	133
33 Ft Leavenworth	KS	TSA	131
34 Moffett Field	CA	NAVRESSO	130
35 Whidbey Island	WA	NAVRESSO	129
36 Ft Polk	LA	TSA	129
37 San Diego NS	CA	NAVRESSO	128
38 Miramar	CA	NAVRESSO	126
39 Mallonee Village	NC	TSA	124
40 Ft Ben Harrison	IN	TSA	123
41 Randolph	TX	AFCOMS	122
42 Charles E Kelly	PA	TSA	122
43 Norfolk	VA	NAVRESSO	122
44 McGuire	NJ	AFCOMS	120
45 Hanau	GE	TSA	119
46 Luke	AZ	AFCOMS	119
47 March	CA	AFCOMS	119
48 Quantico	VA	MC	117
49 Ft Benning	GA	TSA	116
50 Ft McClellan	AL	TSA	116
51 Patrick	FL	AFCOMS	116
52 Ft Bragg	NC	TSA	116
53 Taegu	Korea	TSA	114
54 Yongsan	Korea	TSA	113
55 Ft Ritchie	MD	TSA	113
56 Pensacola	FL	NAVRESSO	113
57 Hurlburt Fld	FL	AFCOMS	113
58 McChord	WA	AFCOMS	113
59 Oceana	VA	NAVRESSO	112
60 Guam	Guam	NAVRESSO	112
61 Travis	CA	AFCOMS	111
62 Davis-Monthan	AZ	AFCOMS	110
63 Langley	VA	AFCOMS	109
64 Redstone Arsenal	AL	TSA	109
65 Ft Gordon	GA	TSA	108
66 Ft Knox	KY	TSA	108
67 MacDill	FL	AFCOMS	108
68 Wright-Patterson	OH	AFCOMS	107
69 Nellis	NV	AFCOMS	107
70 Ft Gillem	GA	TSA	106
71 Carswell	TX	AFCOMS	105
72 Ft Jackson	SC	TSA	105
73 Ft Drum	NY	TSA	104
74 Lackland	TX	AFCOMS	104
75 Castle	CA	AFCOMS	103
76 Augsburg	GE	TSA	103
77 Keesler	MS	AFCOMS	102
78 Ft Rucker	AL	TSA	102
79 Riyadh	Saudi	TSA	102
80 Mather	CA	AFCOMS	102
81 Offutt	NE	AFCOMS	101
82 Seattle	WA	NAVRESSO	101
83 George	CA	AFCOMS	101
84 Ft Hood Sub-Fac	TX	TSA	101
85 Scott	IL	AFCOMS	101
86 Ft Sill	OK	TSA	100
87 McClellan	CA	AFCOMS	99
88 Frankfurt	GE	TSA	99
89 Homestead	FL	AFCOMS	98
90 New London	CT	NAVRESSO	98
91 Vogelweh	GE	AFCOMS	98
92 Subic Bay	Philip	NAVRESSO	98
93 Camp Pendleton	CA	MC	98
94 Ramstein	GE	AFCOMS	97
95 Heidelberg	GE	TSA	96
96 Avon Park	FL	AFCOMS	96
97 Ft Story	VA	TSA	96
98 Barksdale	LA	AFCOMS	96
99 Griffiss	NY	AFCOMS	95
100 Hill	UT	AFCOMS	95
101 Ft Riley	KS	TSA	95
102 Bergstrom	TX	AFCOMS	95
103 Roosevelt Rds	Puerto	NAVRESSO	95
104 Rota	Spain	NAVRESSO	94
105 Camp Merrill	GA	TSA	94
106 Camp Foster	Okinawa	AFCOMS	94
107 McConnell	KS	AFCOMS	93
108 Beale	CA	AFCOMS	93
109 New Orleans	LA	NAVRESSO	93
110 Mayport	FL	NAVRESSO	92
111 Upper Heyford	England	AFCOMS	92
112 Andrews	MD	AFCOMS	92
113 Wuerzburg	GE	TSA	92
114 Little Rock	AR	AFCOMS	91
115 Myrtle	SC	AFCOMS	91
116 Howard	Panama	TSA	91
117 Rhein-Main	GE	AFCOMS	90
118 Vint Hill	VA	TSA	90
119 Robinson Brcks	GE	TSA	89
120 Kaneohe Bay	HI	MC	89
121 Peterson	CO	AFCOMS	89
122 USAF Acad.	CO	AFCOMS	88
123 Seymour-Johnsn	NC	AFCOMS	88
124 Carlisle Brcks	PA	TSA	88
125 Shaw	SC	AFCOMS	88
126 Fitzsimons	CO	AFCOMS	87
127 Tinker	OK	AFCOMS	87
128 Port Hueneme	CA	NAVRESSO	87
129 Ft Monmouth	NJ	TSA	87
130 Cameron Stn.	VA	TSA	87
131 Newport	RI	NAVRESSO	87
132 Elmendorf	AK	AFCOMS	86

Commissary Ranking	State/ Country	Previous Command	Avg. Mo. $ Sales Sq. Ft.
133 Andersen	Guam	AFCOMS	86
134 Ft Eustis	VA	TSA	86
135 Fuerth	GE	TSA	86
136 Ft Lee	VA	TSA	85
137 Lowry	CO	AFCOMS	85
138 Long Beach	CA	NAVRESSO	85
139 Plattsburgh	NY	AFCOMS	84
140 Ft Huachuca	AZ	TSA	84
141 Ft Hamilton	NY	TSA	84
142 Alameda	CA	NAVRESSO	84
143 Ellsworth	SD	AFCOMS	83
144 Eielson	AK	AFCOMS	83
145 Seneca	NY	TSA	83
146 Ft Monroe	VA	TSA	83
147 Pirmasens	GE	TSA	83
148 Cherry Point	NC	MC	82
149 West Point	NY	TSA	81
150 Baumholder	GE	TSA	81
151 Fairchild	WA	AFCOMS	81
152 Idar Oberstein	GE	TSA	81
153 Charleston	SC	AFCOMS	80
154 Barbers Point	HI	NAVRESSO	80
155 Ft Richardson	AK	TSA	80
156 Bamberg	GE	TSA	80
157 Little Creek	VA	NAVRESSO	80
158 England	LA	AFCOMS	80
159 Patuxent River	MD	NAVRESSO	80
160 Yokosuka	Japan	NAVRESSO	79
161 Osan	Korea	AFCOMS	79
162 Brunswick	ME	NAVRESSO	79
163 Tarawa Terrace	NC	MC	79
164 Dover	DE	AFCOMS	79
165 Norton	CA	AFCOMS	79
166 Memphis	TN	NAVRESSO	78
167 Aberdeen	MD	TSA	78
168 Tyndall	FL	AFCOMS	78
169 Kadena	Okinawa	AFCOMS	77
170 Bolling	DC	AFCOMS	77
171 Kirtland	NM	AFCOMS	77
172 Ft Myer	VA	TSA	75
173 Bremerton	WA	NAVRESSO	75
174 Fulda	GE	TSA	75
175 Garmisch	GE	TSA	75
176 Presidio S.F.	CA	TSA	74
177 Sembach	GE	AFCOMS	74
178 El Toro	CA	MC	74
179 Berlin	GE	TSA	74
180 Chievres	Belgium	TSA	73
181 Cmp Humphreys	Korea	TSA	73
182 Maxwell	AL	AFCOMS	72
183 Bangor	WA	NAVRESSO	72
184 Great Lakes	IN	NAVRESSO	72
185 Bermuda	Bermuda	NAVRESSO	71
186 China Lake	CA	NAVRESSO	71
187 Imperial Beach	CA	NAVRESSO	71
188 Bentwaters	England	AFCOMS	71
189 Ft Wainwright	AK	TSA	70
190 Clark	Philip	AFCOMS	70
191 Lakenheath	England	AFCOMS	70
192 Yokota	Japan	AFCOMS	69
193 Robbins	GA	AFCOMS	69
194 Dyess	TX	AFCOMS	68
195 Rock Island	IL	TSA	68
196 Hohenfels	GE	TSA	68
197 Portsmouth	VA	NAVRESSO	68
198 Hanscom	MA	AFCOMS	67
199 Darmstadt	GE	TSA	67
200 Grand Forks	ND	AFCOMS	66
201 Hadnot Point	NC	MC	66
202 C.M. Price	IL	TSA	66
203 Giebelstadt	GE	TSA	66
204 Edwards	CA	AFCOMS	66
205 Sheppard	TX	AFCOMS	66
206 Parris Island	SC	MC	66
207 Bad Kreuznach	GE	TSA	66
208 Fallon	NV	NAVRESSO	65
209 Vandenberg	CA	AFCOMS	65
210 Bangor ANGB	ME	AFCOMS	65
211 Spangdahlem	GE	AFCOMS	64
212 Munich	GE	TSA	64
213 Camp Kinser	Okinawa	AFCOMS	64
214 Hunter	GA	TSA	63
215 Orlando	FL	NAVRESSO	63
216 Atsugi	Japan	NAVRESSO	63
217 Giessen	GE	TSA	63
218 Sigonella	Italy	NAVRESSO	62
219 Bad Kissingen	GE	TSA	62
220 Keflavik	Iceland	NAVRESSO	61
221 Kitzingen	GE	TSA	61
222 Ft Shafter	HI	TSA	61
223 Eaker	AR	AFCOMS	61
224 Ft Stewart	GA	TSA	61
225 Tobyhanna	PA	TSA	61
226 Torrejon	Spain	AFCOMS	60
227 Sasebo	Japan	NAVRESSO	60
228 Babenhausen	GE	TSA	60
229 Livorno	Italy	TSA	60
230 Mt Home	ID	AFCOMS	59
231 Gunter	AL	AFCOMS	59
232 Grafenwoehr	GE	TSA	59
233 Ansbach	GE	TSA	59
234 Williams	AZ	AFCOMS	58
235 Mare Island	CA	NAVRESSO	58
236 Key West	FL	NAVRESSO	57
237 Minot	ND	AFCOMS	57
238 Moody	GA	AFCOMS	57
239 White Sands	NM	TSA	57
240 Cannon	NM	AFCOMS	56
241 Mitchel Field	NY	NAVRESSO	56
242 Ft McPherson	GA	TSA	56
243 Annapolis	MD	NAVRESSO	56
244 Ft Sheridan	IL	TSA	56
245 Wildflecken	GE	TSA	55
246 Mildenhall	England	AFCOMS	55
247 Goodfellow	TX	AFCOMS	55
248 San Diego NTC	CA	NAVRESSO	55
249 Misawa	Japan	AFCOMS	54
250 Arnold	TN	AFCOMS	54
251 Athens	GA	NAVRESSO	54
252 Bindlach	GE	TSA	54
253 Twentynine Plms	CA	MC	54
254 Grissom	IN	AFCOMS	53
255 Whiting Field	FL	NAVRESSO	53
256 Karlsruhe	GE	TSA	53
257 Los Angeles	CA	AFCOMS	53
258 Iraklion	Greece	AFCOMS	53
259 Pusan	Korea	TSA	53
260 Cairo	Egypt	TSA	53
261 Lemoore	CA	NAVRESSO	53
262 Schinnen	Nthrlnd	TSA	53
263 Whiteman	MO	AFCOMS	53
264 Yuma	AZ	MC	52
265 Malmstrom	MT	AFCOMS	52
266 Adak	AK	NAVRESSO	52
267 Cecil Field NS	FL	NAVRESSO	51
268 New River	NC	MC	51
269 Edgewood	MD	TSA	51
270 Holloman	NM	AFCOMS	51
271 Fliegerhorst	GE	TSA	51
272 Hamilton	CA	NAVRESSO	51
273 Patch Brcks	GE	TSA	50
274 San Vito AS	Italy	AFCOMS	50
275 Philadelphia	PA	NAVRESSO	50
276 Corpus Christi	TX	NAVRESSO	49
277 Schweinfurt	GE	TSA	49
278 Hannam Village	Korea	TSA	49
279 Hahn	GE	AFCOMS	49

Commissary Ranking	State/ Country	Previous Command	Avg. Mo. $ Sales Sq. Ft.
280 Aschaffenberg	GE	TSA	49
281 Sagamihara	Japan	TSA	49
282 Espinar	Panama	TSA	49
283 Edzell	Scotland	NAVRESSO	49
284 Vilseck	GE	TSA	48
285 K.I. Sawyer	MI	AFCOMS	48
286 ARDEC	PA	TSA	48
287 Heilbronn	GE	TSA	48
288 Lakehurst	NJ	NAVRESSO	48
289 Kunsan	Korea	AFCOMS	48
290 Camp King	GE	TSA	47
291 Izmir	Turkey	AFCOMS	47
292 Neu Ulm	GE	TSA	47
293 Altus	OK	AFCOMS	47
294 North Island	CA	NAVRESSO	47
295 Bad Nauheim	GE	TSA	46
296 Lexington	KY	TSA	46
297 Gulfport	MS	NAVRESSO	46
298 F.E. Warren	WY	AFCOMS	46
299 Governor's Isl.	NY	NAVRESSO	46
300 Columbus	MS	AFCOMS	45
301 Bitburg	GE	AFCOMS	44
302 Chanute	IL	AFCOMS	44
303 Loring	ME	AFCOMS	44
304 Zaragoza	Spain	AFCOMS	44
305 Zweibruecken	GE	TSA	44
306 Camp Page	Korea	TSA	44
307 Illesheim	GE	TSA	44
308 Meridian	MS	NAVRESSO	43
309 Brooks	TX	AFCOMS	43
310 Scotia	NY	NAVRESSO	43
311 San Onofre	CA	MC	43
312 Chicksands	England	AFCOMS	43
313 Wildflecken	GE	TSA	43
314 Bad Hersfeld	GE	TSA	42
315 Crailshein	GE	TSA	42
316 Garlstedt	GE	TSA	42
317 Stockton	CA	NAVRESSO	42
318 Point Mugu	CA	NAVRESSO	42
319 Ankara	Turkey	AFCOMS	42
320 Wurtsmith	MI	AFCOMS	41
321 Nw Cumberland	PA	TSA	41
322 Sierra	CA	TSA	41
323 Incirlik	Turkey	AFCOMS	41
324 DGSC	VA	TSA	41
325 Camp Zama	Japan	TSA	41
326 Amberg	GE	TSA	40
327 Camp Carroll	Korea	TSA	39
328 Bremerhaven	GE	TSA	39
329 Worms	GE	TSA	39
330 Kelly	TX	AFCOMS	38
331 Dhahran	Saudi	TSA	38
332 Vance	OK	AFCOMS	37
333 Gelnhausen	GE	TSA	37
334 Royal Oaks	Spain	AFCOMS	36
335 Bad Aibling	GE	TSA	36
336 Kings Bay	GA	NAVRESSO	36
337 Holbrook	AZ	AFCOMS	36
338 Soesterberg	Nthrlnd	AFCOMS	36
339 Yorktown	VA	NAVRESSO	36
340 Reese	TX	AFCOMS	36
341 Flensburg	GE	TSA	35
342 Albany	GA	MC	35
343 Winter Harbor	ME	NAVRESSO	35
344 Charleston NS	SC	NAVRESSO	34
345 Ft Irwin	CA	TSA	34
346 Lajes Field	Azores	AFCOMS	34
347 Erlangen	GE	TSA	34
348 Landstuhl	GE	AFCOMS	34
349 Iwakuni	Japan	MC	34
350 Barstow	CA	MC	33
351 Alconbury	England	AFCOMS	33
352 Werteim	GE	TSA	33
353 Herzo Base	GE	TSA	33
354 Beeville	TX	NAVRESSO	32
355 Cmp Courtney	Okinawa	AFCOMS	32
356 Sogel	GE	TSA	31
357 Treasure Island	CA	NAVRESSO	31
358 Schwabach	GE	TSA	31
359 Oslo	Norway	AFCOMS	30
360 LaJunta	CO	AFCOMS	30
361 Ft Greely	AK	TSA	30
362 Menwith Hill	England	AFCOMS	30
363 Yuma Prv Grnds	AZ	TSA	29
364 Buedingen	GE	TSA	29
365 Dugway	UT	TSA	28
366 Schwaebisch Hall	GE	TSA	28
337 Cmp Edwards	Korea	TSA	27
368 Kingville	TX	NAVRESSO	26
369 Schwaeb. Gmuend	GE	TSA	26
370 Dahlgren	VA	NAVRESSO	26
371 Dexheim	GE	TSA	26
372 Kelley Brcks	GE	TSA	26
373 Laughlin	TX	AFCOMS	25
374 Cutler	ME	NAVRESSO	25
375 El Centro	CA	NAVRESSO	25
376 McCully Brcks	GE	TSA	25
377 Panzer	GE	TSA	24
378 Exmouth	Astrlia	NAVRESSO	24
379 Neubruecke	GE	TSA	23
380 Crane	IN	NAVRESSO	22
381 Goeppingen	GE	TSA	22
382 Pease	NH	AFCOMS	22
383 Muenster	GE	TSA	21
384 Ft McNair	DC	TSA	21
385 Hessisch Olndrf	GE	AFCOMS	21
386 Bad Toelz	GE	TSA	20
387 Chinhae	Korea	NAVRESSO	20
388 Pope	NC	TSA	18
389 Germersheim	GE	TSA	18
390 Wilder	ID	AFCOMS	17
391 Burtonwood	England	AFCOMS	17
392 Fairford	England	AFCOMS	17
393 San Miguel	Philip	NAVRESSO	16
394 Decimomannu	Italy	AFCOMS	16
395 Belle Fourche	SD	AFCOMS	15
396 Greenham Cmn	England	AFCOMS	15
397 Sagami	Japan	TSA	15
398 Gila Bend	AZ	AFCOMS	14
399 Powell	WY	AFCOMS	14
400 Comiso	Italy	AFCOMS	13
401 Regensburg	GE	TSA	13
402 Trier	GE	AFCOMS	12
403 Argentia	Nwfndlnd	NAVRESSO	12
404 Dickinson	ND	AFCOMS	12
405 Forsyth	MT	AFCOMS	12
406 Bueren	GE	TSA	12
407 Fischbach	GE	TSA	11
408 Pruem	GE	AFCOMS	10
409 Helenikon	Greece	AFCOMS	8
410 Havre	MT	AFCOMS	8
411 Athens	Greece	AFCOMS	8
412 Camp Kure	Japan	TSA	7
413 Conrad	MT	AFCOMS	6
414 Sculthorpe	England	AFCOMS	4
415 Hunter Leggett	CA	TSA	NA
416 McCoy	WI	TSA	NA
417 N.Y. Naval St	NY	NAVRESSO	NA
418 Okinawa CDC	Okinawa	AFCOMS	NA
419 Skaggs Island	CA	NAVRESSO	NA

DeCA World Wide Commissary Store Ranking by ACV...based on FY91 Sales

Commissary Ranking	State/ Country	Previous Command	ACV
1 Ft Belvoir	VA	TSA	1.29%
2 MacDill	FL	AFCOMS	1.16
3 Ft Lewis	WA	TSA	1.06
4 McChord	WA	AFCOMS	1.06
5 Ft Hood	TX	TSA	1.04
6 Carswell	TX	AFCOMS	1.02
7 McGuire	NJ	AFCOMS	0.97
8 Miramar	CA	NAVRESSO	0.97
9 Hickam	HI	AFCOMS	0.96
10 Ft Meade	MD	TSA	0.96
11 Ft Bliss	TX	TSA	0.94
12 San Diego NS	CA	NAVRESSO	0.90
13 Ft Bragg	NC	TSA	0.88
14 Nellis	NV	AFCOMS	0.84
15 Lackland	TX	AFCOMS	0.82
16 Langley	VA	AFCOMS	0.81
17 Wright-Patterson	OH	AFCOMS	0.81
18 Tinker	OK	AFCOMS	0.81
19 Randolph	TX	AFCOMS	0.79
20 Pearl Harbor	HI	NAVRESSO	0.76
21 Ft Benning	GA	TSA	0.76
22 Travis	CA	AFCOMS	0.75
23 Ft Campbell	KY	TSA	0.75
24 Andrews	MD	AFCOMS	0.75
25 Jacksonville	FL	NAVRESSO	0.74
26 Ft Ord	CA	TSA	0.73
27 Patrick	FL	AFCOMS	0.71
28 Ft Sam Houston	TX	TSA	0.71
29 Norfolk	VA	NAVRESSO	0.70
30 Oceana	VA	NAVRESSO	0.69
31 McClellan	CA	AFCOMS	0.69
32 Schofield Brcks	HI	TSA	0.69
33 Scott	IL	AFCOMS	0.68
34 Bergstrom	TX	AFCOMS	0.67
35 Kirtland	NM	AFCOMS	0.67
36 Eglin	FL	AFCOMS	0.67
37 Keesler	MS	AFCOMS	0.65
38 Offutt	NE	AFCOMS	0.65
39 Ft Knox	KY	TSA	0.63
40 Ft Carson	CO	TSA	0.63
41 Lowry	CO	AFCOMS	0.63
42 Ft Sill	OK	TSA	0.63
43 Ramstein	GE	AFCOMS	0.61
44 Barksdale	LA	AFCOMS	0.60
45 March	CA	AFCOMS	0.57
46 Little Creek	VA	NAVRESSO	0.57
47 Davis-Monthan	AZ	AFCOMS	0.57
48 Norton	CA	AFCOMS	0.57
49 Peterson	CO	AFCOMS	0.57
50 Mather	CA	AFCOMS	0.57
51 Ft Jackson	SC	TSA	0.56
52 Luke	AZ	AFCOMS	0.56
53 Yongsan	Korea	TSA	0.56
54 Cameron Station	VA	TSA	0.55
55 Little Rock	AR	AFCOMS	0.55
56 Imperial Beach	CA	NAVRESSO	0.55
57 Homestead	FL	AFCOMS	0.54
58 Pensacola	FL	NAVRESSO	0.52
59 Camp Pendleton	CA	MC	0.51
60 Hill	UT	AFCOMS	0.50
61 Elmendorf	AK	AFCOMS	0.49
62 Charleston	SC	AFCOMS	0.49
63 Fairchild	WA	AFCOMS	0.49
64 Ft Polk	LA	TSA	0.48
65 Ft Buchanan	Puerto	TSA	0.48
66 Ft Gordon	GA	TSA	0.48
67 Moffett Field	CA	NAVRESSO	0.47
68 Ft Gillem	GA	TSA	0.46
69 Redstone Arsenal	AL	TSA	0.46
70 Bolling	DC	AFCOMS	0.45
71 Quantico	VA	MC	0.45
72 Maxwell	AL	AFCOMS	0.45
73 Ft Rucker	AL	TSA	0.45
74 Long Beach	CA	NAVRESSO	0.45
75 Ft Leonard Wood	MO	TSA	0.45
76 Ft Riley	KS	TSA	0.45
77 Ft Leavenworth	KS	TSA	0.44
78 Kadena	Okinawa	AFCOMS	0.43
79 Ft Lee	VA	TSA	0.43
80 New London	CT	NAVRESSO	0.42
81 Walter Reed	DC	TSA	0.42
82 Castle	CA	AFCOMS	0.41
83 Tyndall	FL	AFCOMS	0.40
84 Hanau	GE	TSA	0.40
85 Hanscom	MA	AFCOMS	0.40
86 Ft Myer	VA	TSA	0.39
87 Ft Drum	NY	TSA	0.39
88 Alameda	CA	NAVRESSO	0.38
89 Dover	DE	AFCOMS	0.38
90 Orlando	FL	NAVRESSO	0.38
91 Robbins	GA	AFCOMS	0.38
92 Fuerth	GE	TSA	0.37
93 El Toro	CA	MC	0.37
94 Lakenheath	England	AFCOMS	0.36
95 Sheppard	TX	AFCOMS	0.36
96 Ft Monmouth	NJ	TSA	0.36
97 Heidelberg	GE	TSA	0.36
98 Frankfurt	GE	TSA	0.35
99 Ft Devens	MA	TSA	0.35
100 Memphis	TN	NAVRESSO	0.35
101 Rhein-Main	GE	AFCOMS	0.35
102 Ft McClellan	AL	TSA	0.35
103 Corozal	Panama	TSA	0.35
104 Wiesbaden	GE	TSA	0.35
105 Ft Ben Harrison	IN	TSA	0.35
106 Presidio S.F.	CA	TSA	0.34
107 Vandenberg	CA	AFCOMS	0.34
108 Guam	Guam	NAVRESSO	0.34
109 Vogelweh	GE	AFCOMS	0.34
110 Ft Stewart	GA	TSA	0.34
111 Osan	Korea	AFCOMS	0.34
112 Andersen	Guam	AFCOMS	0.33
113 Ft Eustis	VA	TSA	0.33
114 Ft Huachuca	AZ	TSA	0.33
115 Clark	Philip	AFCOMS	0.33
116 Williams	AZ	AFCOMS	0.33
117 Whidbey Island	WA	NAVRESSO	0.32
118 Charleston NWS	SC	NAVRESSO	0.32
119 Griffiss	NY	AFCOMS	0.31
120 Dyess	TX	AFCOMS	0.30
121 Cherry Point	NC	MC	0.30
122 Bangor	WA	NAVRESSO	0.30
123 Shaw	SC	AFCOMS	0.30
124 Seymour-Johnsn	NC	AFCOMS	0.30
125 Edwards	CA	AFCOMS	0.30
126 McConnell	KS	AFCOMS	0.30
127 Selfridge	MI	TSA	0.30
128 USAF Acad.	CO	AFCOMS	0.29
129 Camp Foster	Okinawa	AFCOMS	0.29
130 Seattle	WA	NAVRESSO	0.29
131 Ellsworth	SD	AFCOMS	0.29
132 West Point	NY	TSA	0.29
133 Portsmouth	VA	NAVRESSO	0.29
134 Robinson Brcks	GE	TSA	0.29
135 Beale	CA	AFCOMS	0.28

Commissary Ranking	State/ Country	Previous Command	ACV
136 Ft Wainwright	AK	TSA	0.28
137 Tarawa Terrace	NC	MC	0.28
138 C.M. Price	IL	TSA	0.27
139 Hurlburt Fld	FL	AFCOMS	0.27
140 Great Lakes	IN	NAVRESSO	0.27
141 George	CA	AFCOMS	0.27
142 Yokota	Japan	AFCOMS	0.26
143 Port Hueneme	CA	NAVRESSO	0.26
144 Mannheim	GE	TSA	0.25
145 Ft Richardson	AK	TSA	0.25
146 Berlin	GE	TSA	0.25
147 Holloman	NM	AFCOMS	0.25
148 Wuerzburg	GE	TSA	0.25
149 Newport	RI	NAVRESSO	0.25
150 Malmstrom	MT	AFCOMS	0.25
151 Los Angles	CA	AFCOMS	0.25
152 Ft Sheridan	IL	TSA	0.24
153 Chanute	IL	AFCOMS	0.24
154 Kaneohe Bay	HI	MC	0.24
155 Misawa	Japan	AFCOMS	0.23
156 England	LA	AFCOMS	0.23
157 Upper Heyford	England	AFCOMS	0.23
158 Yokosuka	Japan	NAVRESSO	0.23
159 Bitburg	GE	AFCOMS	0.23
160 Naples	Italy	NAVRESSO	0.23
161 Aberdeen	MD	TSA	0.22
162 Hunter	GA	TSA	0.22
163 F.E. Warren	WY	AFCOMS	0.22
164 Hadnot Point	NC	MC	0.22
165 Plattsburgh	NY	AFCOMS	0.22
166 Subic Bay	Philip	NAVRESSO	0.22
167 Mayport	FL	NAVRESSO	0.22
168 Grand Forks	ND	AFCOMS	0.22
169 Myrtle	SC	AFCOMS	0.20
170 Gunter	AL	AFCOMS	0.20
171 Hahn	GE	AFCOMS	0.20
172 Cannon	NM	AFCOMS	0.20
173 Moody	GA	AFCOMS	0.20
174 Carlisle Brcks	PA	TSA	0.20
175 Hamilton	CA	NAVRESSO	0.20
176 Mt Home	ID	AFCOMS	0.19
177 Mare Island	CA	NAVRESSO	0.19
178 Whiteman	MO	AFCOMS	0.19
179 Ft Hamilton	NY	TSA	0.19
180 Fitzsimons	CO	AFCOMS	0.19
181 Torrejon	Spain	AFCOMS	0.19
182 Goodfellow	TX	AFCOMS	0.19
183 Augsburg	GE	TSA	0.19
184 Giessen	GE	TSA	0.19
185 Altus	OK	AFCOMS	0.19
186 Bremerton	WA	NAVRESSO	0.18
187 Columbus	MS	AFCOMS	0.18
188 Brunswick	ME	NAVRESSO	0.18
189 Bentwaters	England	AFCOMS	0.18
190 Grissom	IN	AFCOMS	0.18
191 Roosevelt Rds	Puerto	NAVRESSO	0.18
192 New Orleans	LA	NAVRESSO	0.18
193 Lemoore	CA	NAVRESSO	0.18
194 Wurtsmith	MI	AFCOMS	0.18
195 Schweinfurt	GE	TSA	0.18
196 Charleston NS	SC	NAVRESSO	0.17
197 Philadelphia	PA	NAVRESSO	0.17
198 Minot	ND	AFCOMS	0.17
199 Loring	ME	AFCOMS	0.17
200 K.I. Sawyer	MI	AFCOMS	0.17
201 Twentynine Plms	CA	MC	0.17
202 Eaker	AR	AFCOMS	0.16
203 Rota	Spain	NAVRESSO	0.16
204 Eielson	AK	AFCOMS	0.16
205 Baumholder	GE	TSA	0.16
206 Mallonee Vlg	NC	TSA	0.16
207 Chievres	Belgium	TSA	0.15
208 Barbers Point	HI	NAVRESSO	0.15
209 San Diego NTC	CA	NAVRESSO	0.15
210 Parris Island	SC	MC	0.15
211 Patuxent River	MD	NAVRESSO	0.15
212 Ft Irwin	CA	TSA	0.15
213 Annapolis	MD	NAVRESSO	0.15
214 Alconbury	England	AFCOMS	0.15
215 Spangdahlem	GE	AFCOMS	0.15
216 Charles E Kelly	PA	TSA	0.15
217 Vint Hill	VA	TSA	0.15
218 Bamberg	GE	TSA	0.14
219 Kelly	TX	AFCOMS	0.14
220 Holy Loch	Scotland	NAVRESSO	0.14
221 Patch Barracks	GE	TSA	0.14
222 Vicenza	Italy	TSA	0.14
223 Brooks	TX	AFCOMS	0.14
224 Corpus Christi	TX	NAVRESSO	0.14
225 Mitchel Field	NY	NAVRESSO	0.14
226 North Island	CA	NAVRESSO	0.13
227 Ansbach	GE	TSA	0.13
228 Ft Monroe	VA	TSA	0.13
229 Reese	TX	AFCOMS	0.13
230 Incirlik	Turkey	AFCOMS	0.13
231 Munich	GE	TSA	0.13
232 Edgewood	MD	TSA	0.13
233 Karlsruhe	GE	TSA	0.13
234 Vilseck	GE	TSA	0.13
235 Ft Ritchie	MD	TSA	0.12
236 Pease	NH	AFCOMS	0.12
237 Sembach	GE	AFCOMS	0.12
238 Kings Bay	GA	NAVRESSO	0.12
239 Camp Casey	Korea	TSA	0.12
240 Darmstadt	GE	TSA	0.12
241 Oakland	CA	TSA	0.12
242 Zweibruecken	GE	TSA	0.12
243 Mainz	GE	TSA	0.11
244 Schinnen	Nthrlnd	TSA	0.11
245 Kitzingen	GE	TSA	0.11
246 Lajes Field	Azores	AFCOMS	0.11
247 Sigonella	Italy	NAVRESSO	0.11
248 Garlstedt	GE	TSA	0.11
249 Taegu	Korea	TSA	0.11
250 Nw Cumberland	PA	TSA	0.11
251 Tobyhanna	PA	TSA	0.11
252 Yuma	AZ	MC	0.11
253 Aschaffenberg	GE	TSA	0.10
254 Sagamihara	Japan	TSA	0.10
255 Cecil Field NS	FL	NAVRESSO	0.10
256 Key West	FL	NAVRESSO	0.10
257 Aviano	Italy	AFCOMS	0.10
258 DGSC	VA	TSA	0.10
259 Bangor ANGB	ME	AFCOMS	0.10
260 Ft Hood Sub-Fac	TX	TSA	0.10
261 Fulda	GE	TSA	0.10
262 Howard	Panama	TSA	0.10
263 Albany	GA	MC	0.10
264 Okinawa CDC	Okinawa	AFCOMS	0.10
265 Keflavik	Iceland	NAVRESSO	0.09
266 Rock Island	IL	TSA	0.09
267 Gulfport	MS	NAVRESSO	0.09
268 Bad Kreuznach	GE	TSA	0.09
269 Vance	OK	AFCOMS	0.09
270 Riyadh	Saudi	TSA	0.09
271 Ft McPherson	GA	TSA	0.09
272 Laughlin	TX	AFCOMS	0.09
273 Pirmasens	GE	TSA	0.09
274 Adak	AK	NAVRESSO	0.09
275 Arnold	TN	AFCOMS	0.09
276 Soesterberg	Nthrlnd	AFCOMS	0.08
277 Ft Story	VA	TSA	0.08
278 Bremerhaven	GE	TSA	0.08
279 Whiting Field	FL	NAVRESSO	0.08
280 Camp Courtney	Okinawa	AFCOMS	0.08
281 Bermuda	Bermuda	NAVRESSO	0.08
282 Atsugi	Japan	NAVRESSO	0.08

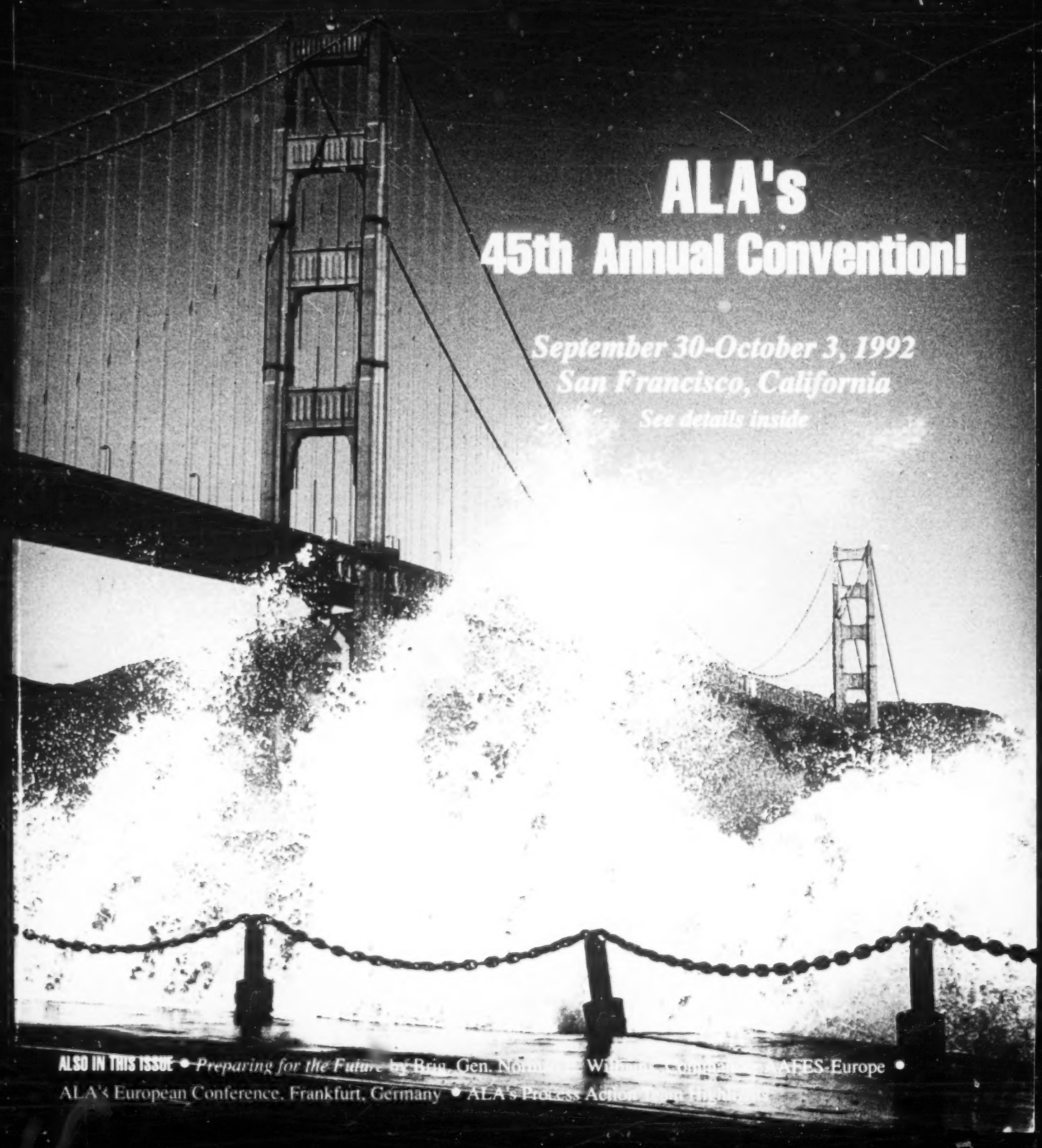
Commissary Ranking	State/ Country	Previous Command	ACV
283 Camp Kinser	Okinawa	AFCOMS	0.08
284 Heilbronn	GE	TSA	0.08
285 Ft Shafter	HI	TSA	0.08
286 White Sands	NM	TSA	0.08
287 Meridian	MS	NAVRESSO	0.08
288 San Onofre	CA	MC	0.07
289 Ft McNair	DC	TSA	0.07
290 Scotia	NY	NAVRESSO	0.07
291 Grafenwoehr	GE	TSA	0.07
292 Livorno	Italy	TSA	0.07
293 Erlangen	GE	TSA	0.07
294 Lexington	KY	TSA	0.07
295 New River	NC	MC	0.06
296 Seneca	NY	TSA	0.06
297 San Vito AS	Italy	AFCOMS	0.06
298 Point Mugu	CA	NAVRESSO	0.06
299 Stockton	CA	NAVRESSO	0.06
300 Governor's Isl	NY	NAVRESSO	0.06
301 ARDEC	PA	TSA	0.06
302 Treasure Island	CA	NAVRESSO	0.06
303 Pusan	Korea	TSA	0.06
304 Iwakuni	Japan	MC	0.06
305 Barstow	CA	MC	0.06
306 Chicksands	England	AFCOMS	0.06
307 Bad Nauheim	GE	TSA	0.06
308 Ankara	Turkey	AFCOMS	0.06
309 China Lake	CA	NAVRESSO	0.06
310 Zaragoza	Spain	AFCOMS	0.06
311 Menwith Hill	England	AFCOMS	0.05
312 Worms	GE	TSA	0.05
313 Greenham Cmn	England	AFCOMS	0.05
314 Fallon	NV	NAVRESSO	0.05
315 Neu Ulm	GE	TSA	0.05
316 Espinar	Panama	TSA	0.05
317 Yorktown	VA	NAVRESSO	0.05
318 Wildflecken	GE	TSA	0.05
319 Garmisch	GE	TSA	0.05
320 Izmir	Turkey	AFCOMS	0.05
321 Lakehurst	NJ	NAVRESSO	0.05
322 Athens	GA	NAVRESSO	0.05
323 Kelley Barracks	GE	TSA	0.05
324 Kunsan	Korea	AFCOMS	0.05
325 Cmp Humphreys	Korea	TSA	0.04
326 Iraklion	Greece	AFCOMS	0.04
327 Gelnhausen	GE	TSA	0.04
328 Kirchgoens	GE	TSA	0.04
329 Camp Stanley	Korea	TSA	0.04
330 Illesheim	GE	TSA	0.04
331 Idar Oberstein	GE	TSA	0.04
332 Sasebo	Japan	NAVRESSO	0.04
333 Ft Greely	AK	TSA	0.04
334 Sierra	CA	TSA	0.04
335 Dexheim	GE	TSA	0.04
336 Hohenfels	GE	TSA	0.04
337 Yuma Prov Grnds	AZ	TSA	0.04
338 Pope	NC	TSA	0.04
339 Kingville	TX	NAVRESSO	0.03
340 Beeville	TX	NAVRESSO	0.03
341 Babenhausen	GE	TSA	0.03
342 Cairo	Egypt	TSA	0.03
343 Dhahran	Saudi	TSA	0.03
344 Dugway	UT	TSA	0.03
345 Edzell	Scotland	NAVRESSO	0.03
346 Avon Park	FL	AFCOMS	0.03
347 Camp Zama	Japan	TSA	0.03
348 Bad Aibling	GE	TSA	0.03
349 Hannam Vlg	Korea	TSA	0.03
350 Bad Kissingen	GE	TSA	0.03
351 Bad Hersfeld	GE	TSA	0.03
352 Comiso	Italy	AFCOMS	0.03
353 Camp Carroll	Korea	TSA	0.03
354 Fairford	England	AFCOMS	0.03
355 Werteim	GE	TSA	0.03
356 Mildenhall	England	AFCOMS	0.03
357 Oslo	Norway	AFCOMS	0.02
358 Bindlach	GE	TSA	0.02
359 Dahlgren	VA	NAVRESSO	0.02
360 El Centro	CA	NAVRESSO	0.02
361 Camp Edwards	Korea	TSA	0.02
362 Schwaeb. Guemnd	GE	TSA	0.02
363 Amberg	GE	TSA	0.02
364 Schwaebisch Hall	GE	TSA	0.02
365 Goeppingen	GE	TSA	0.02
366 Crailshein	GE	TSA	0.02
337 Giebelstadt	GE	TSA	0.02
368 Schwabach	GE	TSA	0.02
369 Panzer	GE	TSA	0.02
370 Bad Toelz	GE	TSA	0.02
371 Buedingen	GE	TSA	0.02
372 N.Y. Naval St	NY	NAVRESSO	0.02
373 Fliegerhorst	GE	TSA	0.02
374 Argentia	Nwfndlnd	NAVRESSO	0.02
375 Herzo Base	GE	TSA	0.02
376 McCoy	WI	TSA	0.02
377 Flensburg	GE	TSA	0.01
378 San Miguel	Philip	NAVRESSO	0.01
379 Sogel	GE	TSA	0.01
380 Exmouth	Astrlia	NAVRESSO	0.01
381 Athens	Greece	AFCOMS	0.01
382 Helenikon	Greece	AFCOMS	0.01
383 Hessisch Olndrf	GE	AFCOMS	0.01
384 Winter Harbor	ME	NAVRESSO	0.01
385 Crane	IN	NAVRESSO	0.01
386 Landstuhl	GE	AFCOMS	0.01
387 Camp Page	Korea	TSA	0.01
388 Cutler	ME	NAVRESSO	0.01
389 Muenster	GE	TSA	0.01
390 Germersheim	GE	TSA	0.01
391 Neubruecke	GE	TSA	0.01
392 Chinhae	Korea	NAVRESSO	0.01
393 Royal Oaks	Spain	AFCOMS	0.01
394 LaJunta	CO	AFCOMS	0.01
395 Wildflecken	GE	TSA	0.01
396 Camp Merrill	GA	TSA	0.01
397 Camp King	GE	TSA	0.01
398 Gila Bend	AZ	AFCOMS	0.01
399 Powell	WY	AFCOMS	0.01
400 Wilder	ID	AFCOMS	0.01
401 McCully Brcks	GE	TSA	0.01
402 Belle Fourche	SD	AFCOMS	0.01
403 Hunter Leggett	CA	TSA	0.01
404 Sagami	Japan	TSA	0.01
405 Decimomannu	Italy	AFCOMS	0.01
406 Bueren	GE	TSA	0.01
407 Holbrook	AZ	AFCOMS	0.01
408 Dickinson	ND	AFCOMS	0.00
409 Forsyth	MT	AFCOMS	0.00
410 Burtonwood	England	AFCOMS	0.00
411 Fischbach	GE	TSA	0.00
412 Trier	GE	AFCOMS	0.00
413 Havre	MT	AFCOMS	0.00
414 Pruem	GE	AFCOMS	0.00
415 Skaggs Island	CA	NAVRESSO	0.00
416 Conrad	MT	AFCOMS	0.00
417 Sculthorpe	England	AFCOMS	0.00
418 Regensburg	GE	TSA	0.00
419 Camp Kure	Japan	TSA	0.00

Interservice

THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION

SUMMER 1992

ALA'S ANNUAL MANUFACTURER'S REPS & DISTRIBUTORS DIRECTORIES



ALA's 45th Annual Convention!

September 30-October 3, 1992
San Francisco, California
See details inside

ALSO IN THIS ISSUE • *Preparing for the Future* by Brig. Gen. Noland [illegible] Wi[illegible] • AFES-Europe • ALA's European Conference, Frankfurt, Germany • ALA's Process Action Team Handbook

Interservice

THE QUARTERLY JOURNAL FOR THE MILITARY/ GOVERNMENT MARKETING PROFESSION

Publisher and President
Richard D. Murray

Editor
Herman Marshall

Advertising Manager
Lisa Strauss

Publications Assistant
Melisa Auerbach

Interservice (ISSN 0273-7485) Published quarterly by the American Logistics Association, 1133 Fifeenth Street, N.W., Suite 640, Washington, DC 20005. Telephone: (202) 466-2520 Fax: (202) 296-4419. Second-class postage paid at Washington, D.C. and additional mailing offices. Statements of fact and opinion are the responsibility of the authors alone and are not necessarily those of the ALA. Responsibility is not assumed for the return of unsolicited material.
©1992 by the American Logistics Association. Materials may not be reproduced by any means without written permission from the Association.
Subscription rates for members are $20, which is included in the dues. U.S. subscription rate to non-members: $20 one year; foreign subscribers add $5. Single copies (current year): $10 (U.S.); $15 (foreign). Subscribers are requested to notify promptly of any address change. Advertising rates on application. POSTMASTER: Send address changes to American Logistics Association, 1133 Fifteenth Street, N.W., Suite 640, Washington, D.C. 20005.

Printed in the U.S.A. by Byrd Press, Richmond, VA. Pre-press services by Byrd Data Imaging Group, Springfield, VA. Cover design by Eason Associates Inc., Washington, D.C. Photo by Borje Svensson—San Francisco Convention & Visitors Bureau.

DEPARTMENTS

THE VIEWPOINT	7
ACRONYM BLIZZARD	10
PROFILE	13
WHAT'S BREAKING	15
BOARD of DIRECTORS / ALA STAFF	21, 22
PROFESSIONAL MEETINGS CALENDAR	24
ALA COUNCILS & CHAPTER PRESIDENTS	146

ON THE BOILERPLATE

Some important issues include:

- ALA Trade Expo '93, April 14–16, Dallas, Texas
- ALA Sponsored Training Seminar on DeCA's Bill Paying
- ALA's 45th Annual Convention, Sept 30–Oct 3, San Francisco, California (see page 92 for details)
- Retention of Commissaries and Exchanges (for Guard, Reserve and Retirees) on Closed Bases
- Transfer of Appropriated Fund Responsibility to Exchanges
- DeCA Bill Paying
- Exchange Systems' Cooperative Efforts

CONTENTS

Interservice

VOLUME 12, NUMBER 3 Summer 1992

ALA's Annual Manufacturers' Reps & Distributors Directory 97

AAFES–EUROPE Preparing for the Future

By Brig. Gen. Norman E. Williams, Commander, AAFES-Europe

As AAFES-Europe reorganizes and consolidates, we must continue to serve and satisfy the many soldiers, airmen, civilians, and family members who will remain in Europe. 28

MARKETING ISSUES Big Beer Makers Go After the Sober Set

By Marj Charlier

This article is reprinted with the permission of THE WALL STREET JOUNAL. The continuing trend against drug and alcohol abuse and, drinking and driving bodes well for the prospects of no-alcohol beer. 36

ENVIRONMENTAL ISSUES Blueprint for Green Marketing

By Carl Frankel

The most important part of an environmental marketing strategy is carefully matching words and deeds. It is in a corporation's self–interest to be environmentally responsible. 40

MANUFACTURERS A Changing Sales Picture for the Manufacturer

By Karen McBeth

Whether the current market is viewed as a hopeless cause or as a great opportunity, both manufacturers and the military have to be willing to make the effort to grow sales. Here are a few new approaches to maximize sales. 45

BOOT CAMP Spit Shine Your Shoes Like A U.S. Marine

By Sergeant Eric Berger and Staff Sergeant Steven Williams

There are many ways to shine boots—but the U.S. Marines do it the best. 55

PROCESS ACTION TEAMS ALA PATs Take a Proactive Role

The Process Action Team (PAT) approach of TQM has provided the opportunity for industry to meet with DeCA and participate in the decision making process. ALA PATs reviewed are: bill paying, distribution services, direct store delivery, DPSC, European distribution/merchandising, frozen foods, health & beauty aids, meats, merchandising, reset and planogram. 59

ALA EUROPEAN CONFERENCE European Board of Directors

The first ALA European Conference in over five years was hosted by the European Chapter and brought together Exchange and Commissary people from the Services, Industry, and from both sides of the Atlantic in Frankfurt, Germany, April 27-29. 74

ELECTRONIC DATA INTERCHANGE On the Edge of a Greater Federal Role

By Judith A Fincher, Ph.D.

EDI is here to stay. EDI will fundamentally change the way we do business. 85

USA SOLDIER SHOW Entertainment "For The Soldier, By The Soldier"

The ninth annual United States Army Soldier show's theme is Celebrate America and carries on the tradition established by Sergeant Irving Berlin during World War I. 88

These facts and figures have been supplied to Interservice by the Public Affairs Department of the Defense Commissary Agency. This information was not provided in time to include in the Spring Commissary Sales Report.

FY 91 Food Stamp/WIC Redemptions

	Food Stamps ($ value)	WIC ($ value)
Army		
NECOR	$ 847,313	$ 589,896
SECOR	2,088,865	1,211,683
WCOR	2,762,876	1,571,340
MWCOR	3,647,131	1,587 216
Total	**$9,346,185**	**$4,960,135**
Air Force	N/A	N/A
Navy	$3,040,287	N/A
Marine Corps	N/A	N/A

FY 91 ALL-SERVICE COUPON REDEMPTIONS

	Number	$ Value
CONUS		
Air Force	142,336,549	$ 97,293,575
Army	90,268,199	66,848,253
Navy	48,659,725	24,839,347
Marine Corps	8,167,791	3,396,796
Total	**289,432,264**	**$192,377,971**
Overseas		
Air Force	10,593,930	$ 6,309,624
Army	5,033,738	3,727,742
Navy	—	—
Marine Corps	—	—
Total	**15,627,668**	**$10,037,366**
Worldwide		
Air Force	152,930,479	$103,603,199
Army	95,301,937	70,575,995
Navy	48,659,725	24,839,347
Marine Corps	8,167,791	3,396,796
Total	**305,059,932**	**$202,415,337**

All-Service Commissary Surcharge Expense Distribution, in $ Millions (FY 91)

	AFCOMS $141.5	TSA $106.7*	Navy $56.7**	Marine Corps $11.3***
Total surcharge sales dollars				
% surcharge $ distributed to:				
Construction	45.0%	49.2%	48.3%	68.7%
Operating & office supplies	21.2	16.9	22.4	12.7
Utilities	9.2	8.5	15.3	6.7
Maintenance & services	10.8	14.2	11.0	5.2
Store equipment	13.8	11.2	3.0	6.7
Total	100.0%	100.0%	100.0%	100.0%

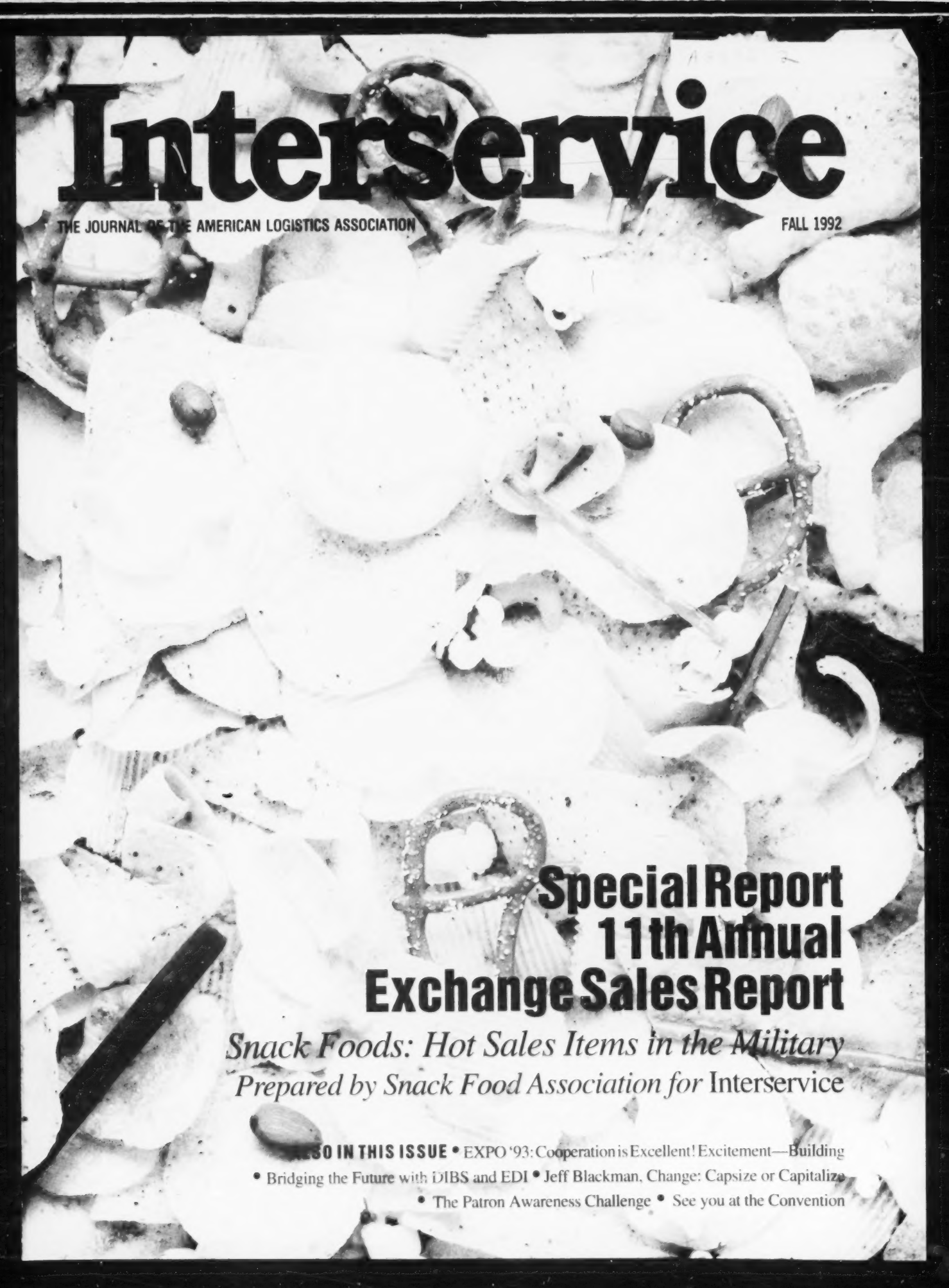
* TSA obligated $125.7 million. This includes $19 million from the prior year.
** Navy obligated $51.8 million. All percentages based on obligations.
*** Marines obligated $13.4 million. This includes $2.1 million from prior year.

DeCA Projections for FY 92
as Compared with FY 91 and FY 90 Actual Sales

Region	Est. FY 92 Sales ($000)	FY 91 Sales ($000)	FY90 Sales ($000)
Central	$ 892,157	$ 816,394	$ 789,592
European	787,114	738,331	719,170
Midwestern	1,014,676	915,944	879,404
Northeastern	833,137	760,281	735,283
Northwestern	844,658	786,688	754,868
Southern	1,119,043	1,043,516	995,393
Southwestern	1,035,582	964,936	933,727
Total	**$6,526,367**	**$6,026,090**	**$5,807,437**

Goeppingen	FRG	TSA	European	Close 1/4/92
Schwabach	FRG	TSA	European	Close 2/92
Holy Loch	Scotland	NAVRESSO	European	Close 2/92

Notes:
1. Sondestrom and Thule: Troop support sales only.
2. Camp Kinser sales include Okinawa Distribution Center.
3. Frankfurt sales include miscellaneous locations.
4. Heidelberg sales include CDC sales.
5. Elmendorf sales include Cool Barge sales.
6. Navy co-located store sales included in parent store.
7. Ft. Derrick to open April 1991.



Interservice

THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION

FALL 1992

Special Report 11th Annual Exchange Sales Report

Snack Foods: Hot Sales Items in the Military

Prepared by Snack Food Association for Interservice

ALSO IN THIS ISSUE • EXPO '93: Cooperation is Excellent! Excitement—Building • Bridging the Future with DIBS and EDI • Jeff Blackman, Change: Capsize or Capitalize • The Patron Awareness Challenge • See you at the Convention

Interservice

THE QUARTERLY JOURNAL FOR THE MILITARY/ GOVERNMENT MARKETING PROFESSION

Publisher and President
Richard D. Murray

Editor
Herman Marshall

Assistant Editor
Pat Poindexter-Ojo

Advertising Manager
Lisa Strauss

Interservice (ISSN 0273-7485) Published quarterly by the American Logistics Association, 1133 Fifteenth Street, N.W., Suite 640, Washington, DC 20005. Telephone: (202) 466-2520 Fax: (202) 296-4419. Second-class postage paid at Washington, D.C. and additional mailing offices. Statements of fact and opinion are the responsibility of the authors alone and are not necessarily those of the ALA. Responsibility is not assumed for the return of unsolicited material. ©1992 by the American Logistics Association. Materials may not be reproduced by any means without written permission from the Association. Subscription rates for members are $20, which is included in the dues. U.S. subscription rate to non-members: $20 one year; foreign subscribers add $5. Single copies (current year): $10 (U.S.); $15 (foreign). Subscribers are requested to notify promptly of any address change. Advertising rates on application. POSTMASTER: Send address changes to American Logistics Association, 1133 Fifteenth Street, N.W., Suite 640, Washington, D.C. 20005.

Printed in the U.S.A. by Byrd Press, Richmond, VA. Pre-press services by Byrd Data Imaging Group, Springfield, VA. Cover design by Carole A. Thieme, Alexandria, VA. Photo by Steven Beiver Studio.

DEPARTMENTS

THE VIEWPOINT "Bridging To The Future"	7
ACRONYM BLIZZARD	10
PROFILE: Meet The ALA Board Candidates	12
WHAT'S BREAKING	15
BOARD of DIRECTORS / ALA STAFF	21, 23
PROFESSIONAL MEETINGS CALENDAR	24
ALA COUNCILS & CHAPTER PRESIDENTS	128

ON THE BOILERPLATE

Some important issues include:

- ALA's 45th Annual Convention, Sept 30–Oct 3, San Francisco, California
- ALA Trade Expo '93, April 14–16, Dallas, Texas Lights! Camera! TRAINING!
- ALA Sponsored Training Seminar on DeCA's Bill Paying
- Patron Awareness: An Education And a Marketing Approach
- Retention of Commissaries and Exchanges (for Guard, Reserve and Retirees) on Closed Bases
- Congressional Hearing
- DeCA Bill Paying: DIBS and RFM
- Exchange Systems' Cooperative Efforts

CONTENTS

Interservice

VOLUME 12, NUMBER 4 Fall 1992

ALA's 11th Annual Exchange Sales Report 97

SNACK FOODS — **Savory Snacks: Hot Sales Items In Today's Military**

By Al Rickard and Jerry Hess

Snacks are an important category to any food retailer. The past decade has seen an explosion of new products. With their impressive variety combined with high profit margins they generate a lot of excitement on both sides of the cash register. 26

DIBS — **DeCA's Number One Priority: Centralized Pricing & DIBS**

By Bill Ogilvie

The Defense Commissary Agency has accelerated the implementation schedule for DIBS. ALA's Director of Legislative Affairs takes a look at what is in store for those who do business with DeCA. Yes, there is a light, a bright light at the end of the tunnel, but your cooperation is needed. 41

EDI — **Electronic Data Interchange: Streamlining Grocery Processes**

By Judith A. Fincher, Ph.D.

EDI is not a new concept in the grocery business. It is implicitly suited to the industry and the implementations used today have barely begun to tap its promise. EDI can do many, many things. 45

PATRON AWARENESS — **The Challenge**

By Patricia Bartosch

Promoting patron awareness is a win-win proposition. However, it is essential that ALA bring maximum support from its membership to promote this benefit. 49

NATIONAL MILITARY FAMILY ASSOCIATION — **It's a Family Matter**

By NMFA

The commissary is usually second only to health care when service members and their families are asked which benefits are most important to them. NMFA has done a survey to see if patrons had noted actual changes in their commissaries and to call attention to the consolidation and the changes ahead. 52

PRODUCE & HEALTH — **Help! I'm Petrified of Produce!**

Half of all Americans do not eat one piece of fruit a day. 5-A-Day is the largest nutrition education program ever launched. Government and industry have come together to promote the campaign designed to increase produce consumption. There are compelling reasons why you should eat more fruits and vegetables. 54

ALA TRADE EXPO '93 — **A New Vehicle for Industry and the Military**

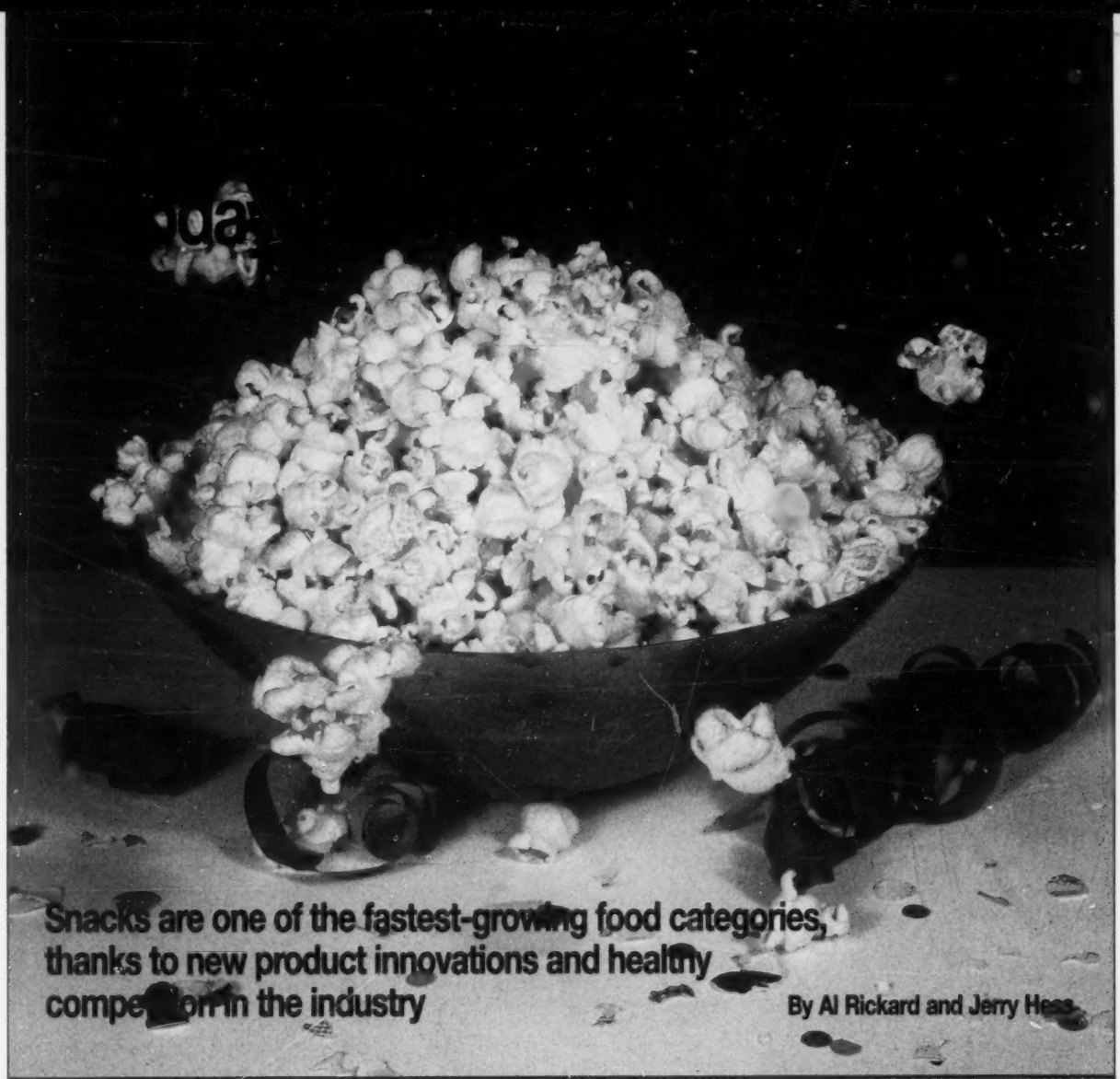
By Bill Irwin, et.al.

More than 1,100 booths have been sold for EXPO '93. Full capacity is approximately 1,500 booths. People are excited because of the tremendous spirit of cooperation between industry and the military, who will be in Dallas on April 14 with "high morale, sharply focused" and ready to buy and learn. 67

MOVING FORWARD — **Change: Capsize or Capitalize!**

By Jeff Blackman

Change is the only constant, time marches on... Do you have the ability to adapt to the changes within our world and marketplace? Read Mr. Blackman's eight strategies for success and you are bound to change immediately. 87



Snacks are one of the fastest-growing food categories, thanks to new product innovations and healthy competition in the industry

By Al Rickard and Jerry Hess

About the Charts

Data for the charts in this article was supplied by two primary sources. Nielsen Marketing Research (NMR), Northbrook, Illinois, provided supermarket scanner data that estimates sales in U.S. supermarkets posting $2 million or more in annual sales. Scanner data for military commissaries in the United States was provided by Military Audits of Market Information, Inc. (MAMI), Bethesda, Maryland.

Nielsen data is based on customized databases for each snack segment created by the Snack Food Association (SFA). The product segment definitions developed by MAMI for the snacks identified in the charts were sufficiently similar to SFA's definitions to allow direct comparisons. Other snacks are grouped into the segment called "Miscellaneous Snacks," which includes pork rinds, party mix, variety packs, multigrain chips, filled snacks, onion rings, potato sticks, bagel chips, and a few other items.

NMR methods are based on scientific sampling theory. As such, the reported information consists primarily of estimates representing NMR's expert opinion, and is subject to statistical error rates, issues inherent in projecting from a sample to the relevant universe, and other factors. Sources of information used by NMR in preparing the reported information are varied, and some are not under its control; although NMR believes these sources to be reliable, it is not able directly to verify the data obtained from them.

It is NMR's policy to use its best efforts to furnish high-quality reports and data. However, NMR cannot be responsible for any errors in the information which it supplies or any damages resulting from use thereof. NMR disclaims any express or implied warranties (including any implied warranty of merchantability or fitness for any particular purpose) with respect to the information. This information is not designed for use in legal proceedings and may not be used or disclosed for that purpose without the prior written consent of NNMR.

This notice must accompany any further disclosure of NMR information.

When food retailers examine their many product lines to evaluate sales and profitability, the savory snack category always stands out as a top performer. While accounting for only a fraction of total sales volume (about 2 to 3 percent in most supermarkets), savory snacks typically generate 4 to 5 percent of profits, allowing them to more than carry their weight in most stores.

Snacks also generate a great deal of excitement. The past decade has seen an explosion of new products, including kettle-style potato chips, dozens of flavors of tortilla chips, white Cheddar popcorn, microwavable popcorn, new shapes and sizes of pretzels, multigrain snacks, and bite-size crackers.

This impressive variety, combined with high profit margins and the convenience of direct-store delivery, make savory snacks an important category for any food retailer.

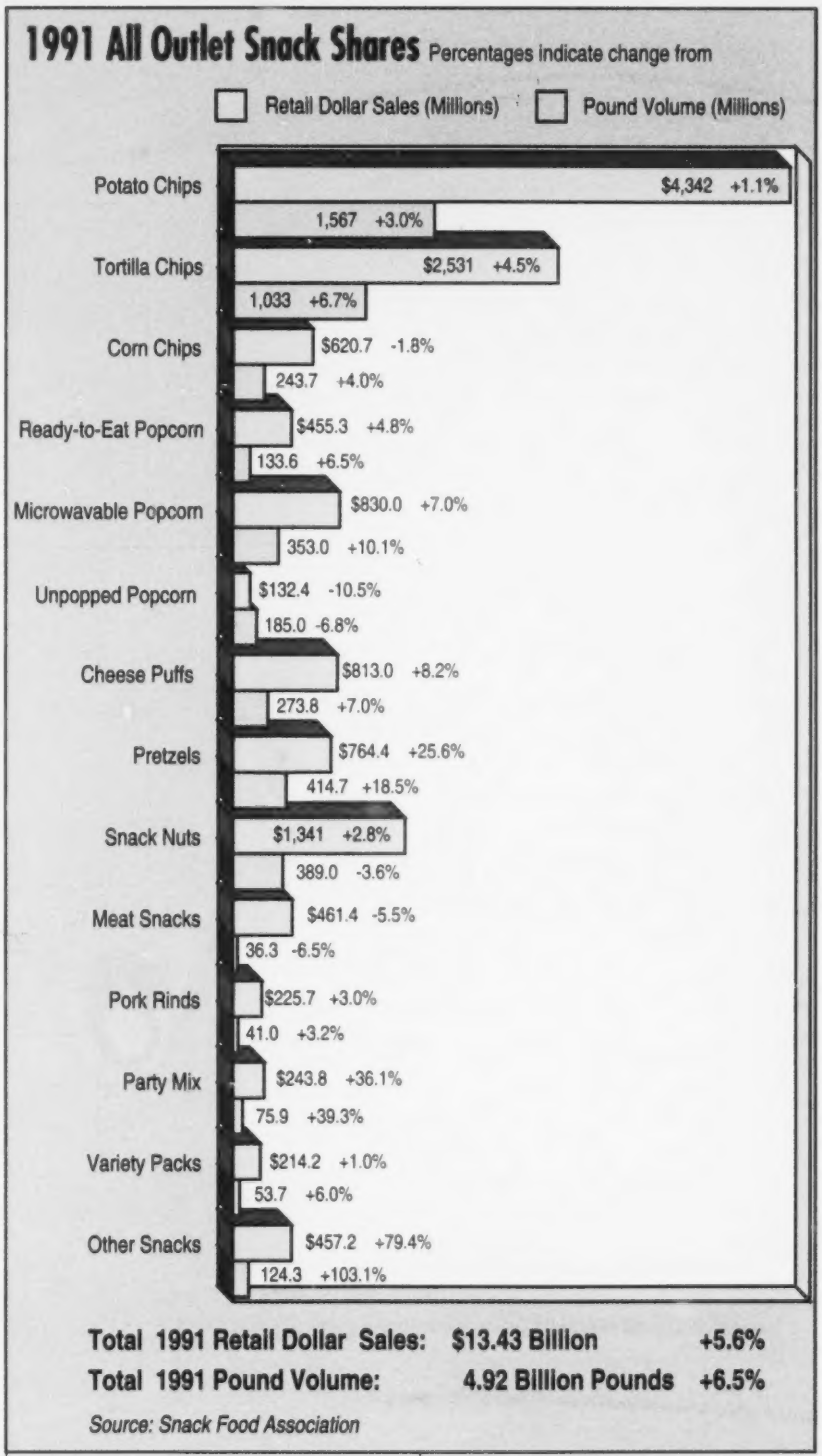
Much of the category growth, which averages 6.2 percent annually in dollar sales during the past four years, is spurred by consumer demand and healthy competition in the snack industry.

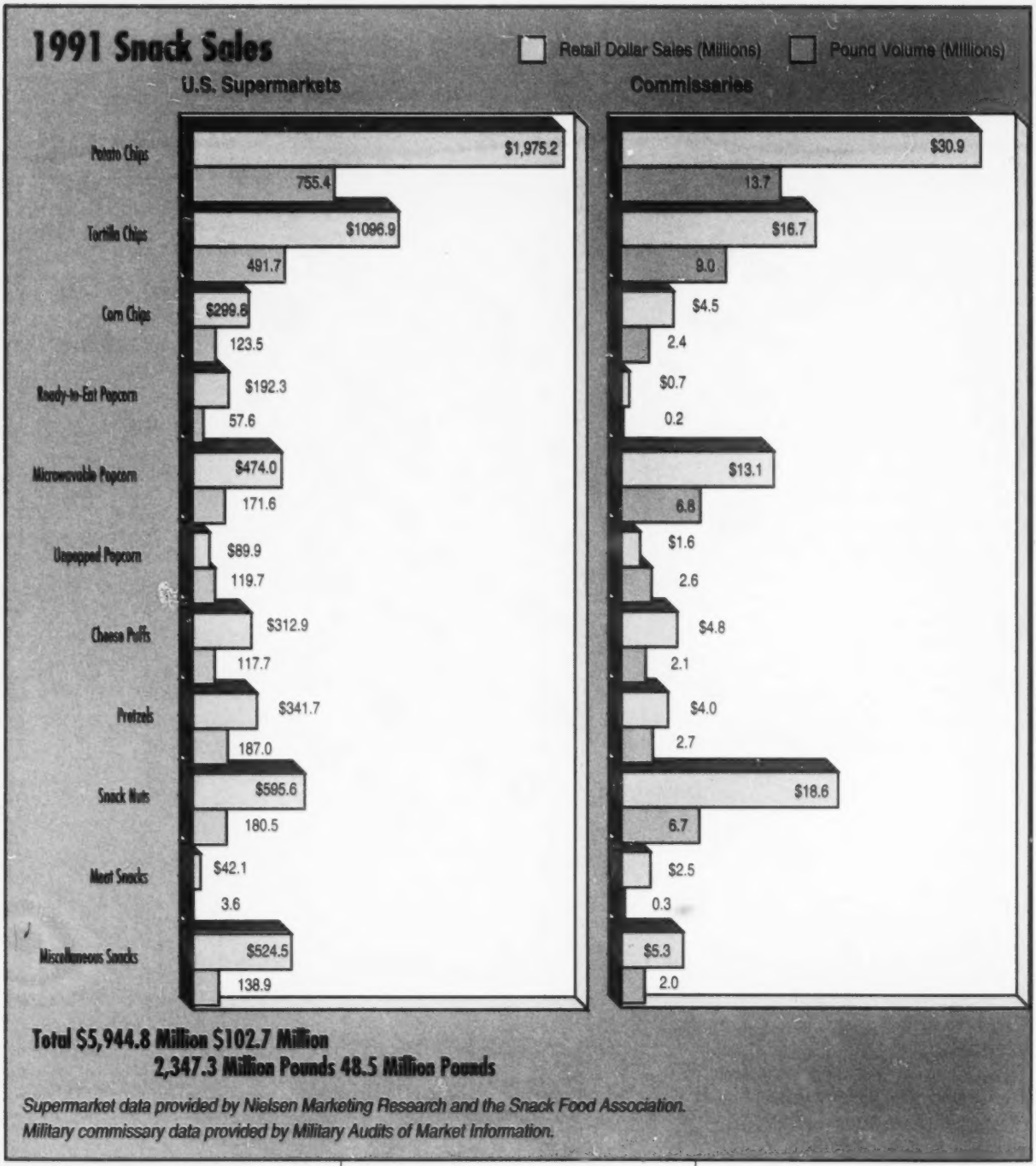
The trend toward healthy eating and an emphasis on nutrition has prompted snack manufacturers to introduce "light" versions of many popular snacks, along with an increasing variety of low-salt and no-salt products. The dramatic growth in dollar sales of pretzels (25.6 percent in 1991) and ready-to-eat popcorn (16.6 percent average annual growth over four years) reflects changing consumer preferences for snacks.

While these segments are among the fastest-growing in the industry, potato chips remain the top seller at 32.3 percent of the category—more than triple the annual sales of pretzels and ready-to-eat popcorn combined. Tortilla chips is the second-largest segment at 18.8 percent of total category dollar sales.

The success achieved by many of the nation's snack companies has prompted even more firms to enter the industry. Most notable is the entry of Eagle Snacks (owned by Anheuser-Busch) and The Keebler Company, in the mid-1980s. Each company has used its corporate resources and strong brand recognition to establish a strong national presence, and the two companies are roughly tied for third in industry sales—each commanding about a 5 percent market share.

Frito-Lay is the perennial industry leader, posting 1991 retail sales of about





$5.1 billion, a 38 percent market share. The International Snacks and Consumer Products Division of Borden, Inc., is the nation's second-largest company with 1991 retail sales of about $1.1 billion, an 8 percent market share. Its business is built on a network of more than a dozen regional companies that together reach into all major markets in the continental United States.

Behind these industry leaders stands a vast array of regional snack companies, other national companies that specialize in certain products (such as Nabisco's Planters Nuts), semi-national companies such as Curtice Burns Snack Group (which owns several regional brands), and small family-owned businesses.

The entry into the market of major new players has stimulated new product development and pushed prices downward, creating an excellent market for consumers. Advertising, pro-

motions, and special price reductions all fuel an industry that has shown itself to be relatively recession-proof. The effect of lower prices can be seen in the 1991 snack industry growth figures. Dollar sales growth of 5.6 percent was outpaced by a pound volume increase of 6.5 percent, an unusual occurence in the snack industry, where dollar sales growth normally exceeds pound volume growth by at least two percent.

While large supermarkets (posting weekly sales of $2 million or more) account for nearly half of industry sales, mass merchandisers and warehouse club stores are capturing an increasing share of the snack business. In 1992 these two types of stores accounted for 12.3 percent of pound volume, a figure that is on the rise as national mass merchandiser chains such as Wal-Mart continue their aggressive expansion programs.

Many supermarket operators are worried about this trend, particularly because warehouse club stores buy and sell in bulk quantities at much lower operating costs, enabling them to undercut supermarket prices substantially.

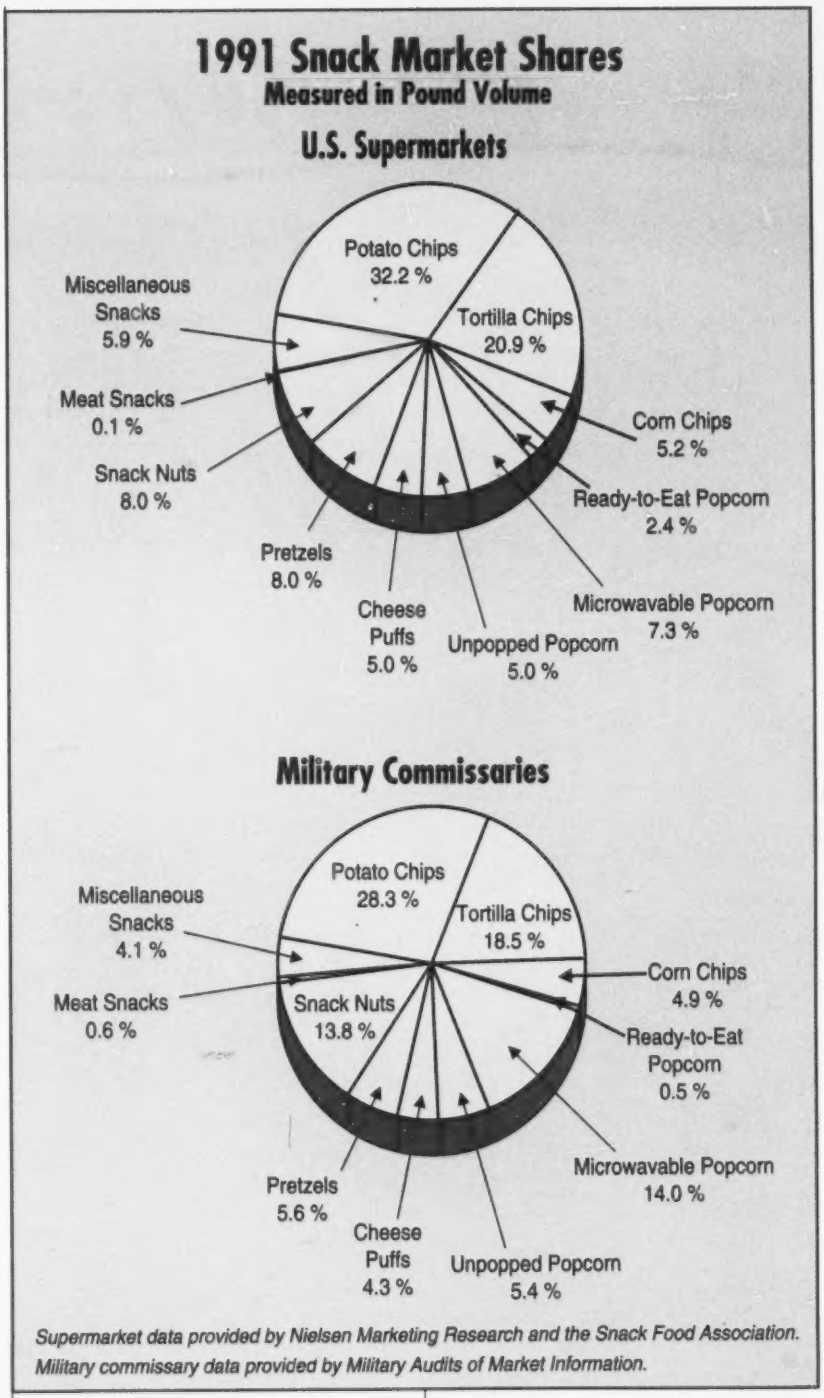
Dollar sales figures for 1991 show that supermarket managers have reason to worry: Overall snack industry growth across all outlets was 5.6 percent, while supermarkets posted only a 2.8 percent sales gain, largely at the expense of these alternative-format stores.

Military commissaries, however, showed an even smaller dollar sales gain of 0.3 percent, although this may be due in part to base closings and personnal reductions.

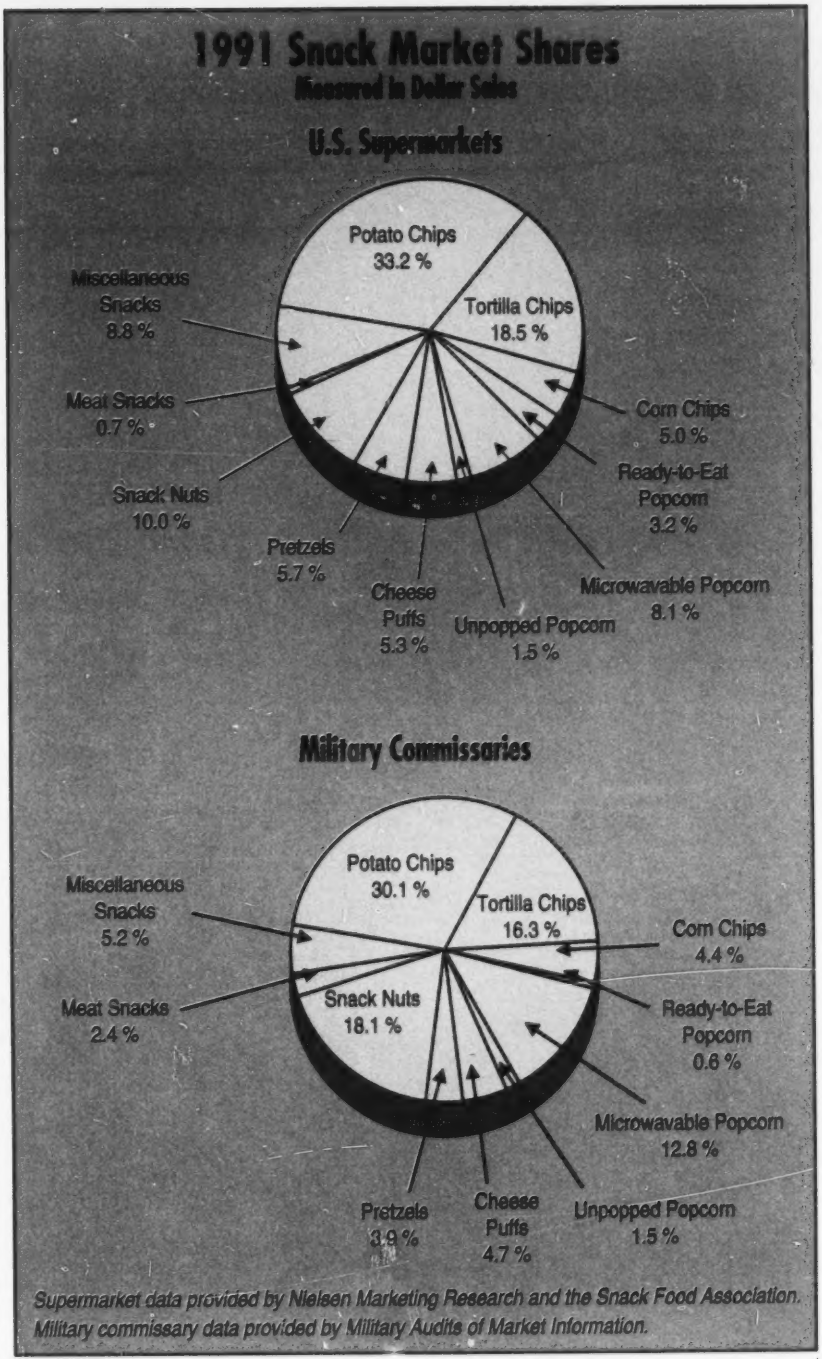
While military commissary snack sales are dwarfed by overall U.S. supermarket sales (commissary sales are 1.7 percent the level of supermarket sales), an analysis of the product mix shows a striking similarity. The most significant differences in market share involve microwavable popcorn and snack nuts, which are both nearly twice as popular in commissaries (see pie charts). On the other hand, commissary sales of ready-to-eat popcorn and pretzels are substantially lower than supermarket sales of these products.

An evaluation of growth (see type charts) shows that ready-to-eat popcorn and snack nuts fared better in commissaries, while tortilla chips, microwavable popcorn, cheese puffs, and meat snacks did worse in commissaries than in U.S. supermarkets.

Regionally, several snack segments performed well in some areas and poorly in others. For example, tortilla chips sales grew substantially in the three regions east of the Mississippi



Supermarket data provided by Nielsen Marketing Research and the Snack Food Association.
Military commissary data provided by Military Audits of Market Information.



Supermarket data provided by Nielsen Marketing Research and the Snack Food Association. Military commissary data provided by Military Audits of Market Information.

River, while remaining stagnant or dropping in the western regions. Data from the Snack Food Association (SFA) 1992 State-of-the-Industry Report shows tortilla chips to be a much larger share of the market in the West; so perhaps tortilla chip sales have matured in these regions while still growing in the eastern regions where they represent a smaller proportion of sales.

Sales of corn chips fell in all regions except the Northwest Pacific, where the segment increased 9.9 percent in pound volume. The Northwest Pacific region also saw above-average performance in microwavable popcorn, cheese puffs, snack nuts, and meat snacks, but ready-to-eat popcorn plummeted 22 percent in pound volume. Ready-to-eat popcorn countered the Northwest Pacific drop with an equally impressive gain of 13.2 percent in pound volume in the Southeast Region.

The Snack Company View of the Military Market

The military market for savory snacks is likely to show a decline this year due to troop drawdowns and base closings, but it remains an attractive target for suppliers of these products.

As shown in the chart showing 1991 snack sales for U.S. supermarkets and commissaries, snack sales in commissaries in the Defense Commissary Agency (DeCA) is over $100 million per year.

Although the military presents a maze of procedures required to authorize sales of snack products, military sales specialists for several snack companies say striving for a piece of the $100 million-plus commissary market is well worth the effort.

Bud Hand, Manager of Military Sales for Frito-Lay, Inc., Plano, TX., says the opportunities for increased snack sales to the military are available. But he says they require a willingness on the part of the military establishment to increase display space wherever possible.

Hand notes that "research has shown that up to 50 percent of snack purchases are impulse. Therefore, the more times you get in front of customers, the more chances you have of selling them a snack item. It's an elastic category, unlike paper towels or toilet tissue, for example,. The more snacks that are purchased, the more that are consumed."

He adds that more displays would insure that the amount of shelf space devoted to the snack category is equal to the percent of the snacks' account of the all-commodity volume (ACV), "so that it's not underspaced in compari-

Retail Dollar Sales of Snacks
Percent Change from 1990 to 1991

Product	U.S. Supermkts.	Military Commiss.	Military Commissary Regions					
			Northwest Pacific	Southwest	Midwest	Central	Northeast	Southeast
Potato Chips	-0.6	-0.9	+0.8	+0.6	-0.1	-1.2	-1.6	-2.4
Tortilla Chips	+2.1	+1.1	-4.3	-0.5	+1.0	+6.2	-3.2	+3.0
Corn Chips	-7.2	-11.9	+3.3	-10.8	-8.8	-12.9	-14.7	-17.3
Ready-to-Eat Popcorn	-4.1	+0.8	-16.8	-7.9	+6.8	-3.5	-0.9	+22.8
Microwavable Popcorn	+5.1	+1.1	+2.2	+3.1	+2.1	+1.4	-3.3	+1.3
Unpopped Popcorn	-12.3	-11.3	-11.7	-8.5	-13.3	-12.7	-11.0	-10.9
Cheese Puffs	+1.3	-1.7	+6.4	+5.3	-2.1	+2.0	-7.6	-9.1
Pretzels	+25.9	+19.2	+23.6	+12.7	+29.9	+16.9	+17.7	+19.6
Snack Nuts	+0.1	-0.4	+11.3	+0.6	-1.8	-2.1	+1.9	-4.1
Meat Snacks	-10.3	-21.8	-8.3	-25.7	-21.1	-22.9	-21.3	-20.1
Miscellaneous Snacks	+34.5	+31.3	+60.1	+37.8	+51.6	+25.6	+24.7	+17.1
Total	**+2.8**	**+0.3**						

Supermarket data provided by Nielsen Marketing Research and the Snack Food Association.
Military commissary data provided by Military Audits of Market Information.

Pound Volume of Snacks
Percent Change from 1990 to 1991

Product	U.S. Supermkts.	Military Commiss.	Military Commissary Regions					
			Northwest Pacific	Southwest	Midwest	Central	Northeast	Southeast
Potato Chips	+1.2	-1.0	-0.6	-1.3	-0.6	-0.4	-0.5	-1.9
Tortilla Chips	+4.2	+1.5	-5.9	-3.6	—	+6.2	+5.3	+5.3
Corn Chips	-1.7	-4.7	+9.9	-3.3	-1.8	-5.8	-7.7	-10.1
Ready-to-Eat Popcorn	-4.9	-2.8	-22.0	-15.6	+5.5	-2.1	-3.1	+13.2
Microwavable Popcorn	+5.5	+2.8	+5.9	+5.3	+3.1	+3.7	-0.1	+1.3
Unpopped Popcorn	-10.3	-11.0	-8.6	-8.5	-11.8	-14.1	-12.9	-9.4
Cheese Puffs	+0.7	-4.1	+0.6	-1.4	-3.9	-1.2	-5.3	-9.6
Pretzels	+17.1	+17.2	+21.5	+12.9	+26.4	+14.4	+15.2	+18.3
Snack Nuts	-7.0	-4.6	+2.0	-7.1	-5.7	-6.4	-0.1	-5.4
Meat Snacks	-10.2	-17.5	-3.8	-24.6	-12.5	-19.4	-15.4	-16.5
Miscellaneous Snacks	+25.8	+32.6	+68.8	+40.6	+56.7	+24.9	+25.6	+15.8
Total	**+3.0**	**+0.3**						

Supermarket data provided by Nielsen Marketing Research and the Snack Food Association.
Military commissary data provided by Military Audits of Market Information.

son to the rest of the store."

Jim Finelli, National Business Manager for Military Sales for M&M/Mars, Inc., Hackettstown, N.J., agrees that the market is shrinking, "but those (commissaries) that are still there are still preferring the name brands and the most favored products."

Jim Finelli

M&M/Mars has been in the forefront of snack firms pushing for increased display space for their products in commissaries. A program to display confectionery lines at the front near the checkout counters is in the process of being implemented, with the Central Region being the first to try out new racks this summer. These were developed by a rack consultant hired by M&M/Mars in conjunction with DeCA.

Ken Gaynor, Director of Field Sales for Nabisco Foods, East Hanover, N.J., says the industry needs to "better communicate the total patron savings on some of the snack items in the military as opposed to the civilian stores."

He says there also is a need to point out the differential in margins compared with some of the other items in the commissaries. "For instance, there are very seldom any loss leaders on snack items, which take a pretty healthy margin outside [the military]."

He believes the solution to increased snack sales in the military is similar to the real estate agent's credo of "Location, Location, Location." For snack sales, it's "Display, Display, Display," Gaynor says.

Ken Gaynor

"The more we display impulse items, as in our particular case Planters nuts and snacks, we can increase our business 300 percent. We can actually quantify that number." Gaynor says commissaries often do not look at total patron savings, but only at "the depth of the deal. There's more to it than that."

Gaynor says the amount of shelf space allotted by commissaries is reasonably good, but that frequency of displays, such as end-caps or gondolas, could be improved. "We don't feel we're getting our fair share."

He points out that snacks, nuts in particular, have a better price differential than, for example, many of the items typically "footballed" heavily in supermarkets, such as soups, mayonnaise, and other products. Gaynor notes these snacks will often have a price differential between supermarkets and commissaries of 25 to 30 percent, "which is as high, if not higher, than the commissary objective. So, even before you start dealing, you've got a great patron savings. When you start dealing 15 to 20 percent, you just add that on to what the everyday patron savings are. It's a big differential, but I am not so sure that the commissary system is looking at it this way."

The Nabisco executive adds that military exchanges seem to have a different philosophy than the commissary system. "I think there is an opportunity for exchanges to seize the opportunity by specifically promoting snack items and food items in their shopette locations, as opposed to the main stores."

He says Nabisco is participating with many of them in the promotion of snack items during the second half of this

National Snack Food Month: A February Extravaganza

Everyone knows that snacks sell big on Memorial Day, the 4th of July, and Labor Day.

But there's a new event that's building sales at another time: February!

Five years ago, the Snack Food Association (SFA) established National Snack Food Month in February to create excitement and build sales during a traditionally slow sales period. So far, the results have been phenomenal.

For the past three years, February sales increases have outpaced the annual industry average, and dozens of snack companies and retailers are taking a bite out of winter with special promotions and in-store displays that tie into the national event.

SFA runs national radio ads for National Snack Food Month during February, publicizes it to the media, and gives member companies and retailers the ideas and tools to bring the event home to consumers.

year. "They (the exchanges) have taken a giant step toward increasing their profitability on snack items by using the shopette as their retail distribution location for those items."

Displays Sell Snacks

Displays are what sell snack products, agrees Randy Barto, National Military Sales Manager for Pepperidge Farm, Norwalk, CT. She says it takes a very deep promotion to receive authorization today.

" 'Sharpen your pencils,' is what we are constantly told," she says. This is often 35 to 40 percent, a price reduction that often makes the deal unprofitable, in Barto's view.

Randy Barto

Complicating the process is the time required to obtain product authorizations in each of DeCA's six regions. It also is often necessary to gain authorization at each base. Lack of a computerized network at DeCA adds to the difficulty, Barto explains.

She says success in selling to the military boils down to the basic "four Rs" of marketing: The right product in the right place at the right time and at the right price.

For Joe Nischbach, National Military Sales Manager for The Keebler Company, Elmhurst, IL., the key to success in military sales is pricing. "Strong promotion and hot pricing seem to be the main criteria when they make selections for snack food promotions," he comments.

The reorganization of the commissary system into DeCA last October and subsequent growing pains has caused some consternation among suppliers, Nishbach says. Nevertheless, he feels it is getting many of its problems ironed out.

"I feel DeCA policies and procedures, particularly in regard to promotional activity, are better than they were and getting better all the time. We're becoming more familiar with them, have a better understanding of what they expect and in that respect it's been getting easier to do business with them."

A representative from Beatrice/Hunt-Wesson, which markets the Orville Redenbacher line of microwave popcorn, said he'd be hard pressed to say how sales could be expanded "with the military market shrinking the way it is. Since we are the market leader, we do have full market penetration. So, it's hard to say what's the way to improve."

Tom Hack, National Accounts Executive for Goodmark Foods, Raleigh, NC, says his firm's line of meat snacks is perfect for the military purchaser—generally active males between age 12 and 35 who frequently engage in outdoor activities, such as sports, hunting and fishing, etc.

But sales of these types of products were off 21.8 percent in commissaries last year, compared to a decline of only 10.3 percent in the total U.S. market. Hack says that is due to the lack of display space, since 85 percent of meat snacks are purchased on impulse.

"Let's face it, if you're walking an aisle and there are 60 feet of potato chips across from them (meat snacks) and you turn away at the wrong moment, you're not going to see them. So they (the commissaries) need to use a greater assortment of side racks, end-aisle displays, and tag-along type racks with something that hangs out from the side of the shelf. "

Sales of meat snacks through post exchanges are three times what they are in the commissaries, Hack asserts. He adds this has a lot to do with the clientele, who are more likely to make unplanned purchases than those who shop the commissary.

"Military demographics mirror what the meat snacks people are looking for," Hack says. "But there's hardly any merchandising at the cash register area. If the commissary got into smaller accounts, more impulse and more creative merchandising, they would have five times the meat snacks business in 1995 than they did in 1991 because the potential is untapped. So many people don't know they're there."

Overseas Downturn Likely

With troop drawdowns in Europe proceeding apace—if not even faster than anticipated—snack sales could take a nosedive in 1992. However, Max Howell, who directs export sales for Frito-Lay, hasn't seen a decline yet.

"Our numbers through the second

SFA: The Snack Industry's Best Resource

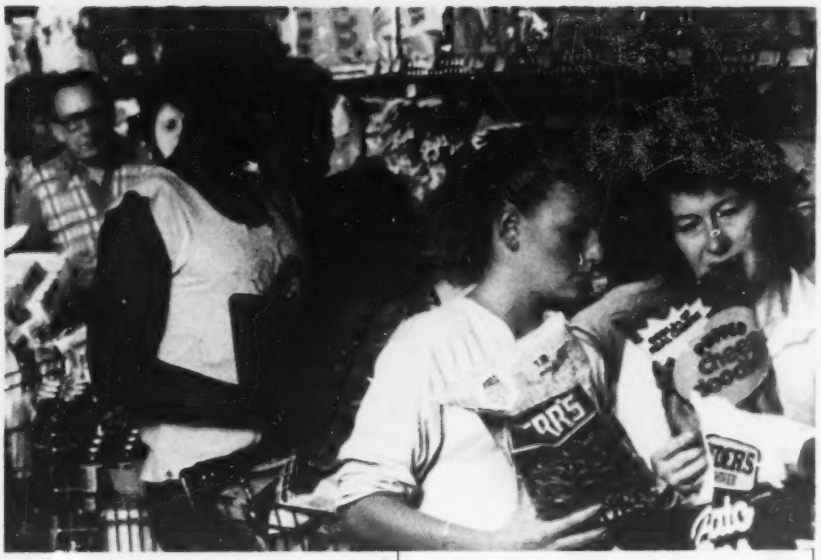
Founded in 1937, the Snack Food Association is an international trade association of 850 snack companies and suppliers to the snack industry. Its mission is to anticipate and respond to the common needs of its members with products and services that increase productivity, advocate favorable governmental policies, and influence consumer opinion to improve the industry's market environment.

SFA is very active in government affairs on both the federal and state levels, and communicates regularly with the federal agencies that oversee industry operations.

National Snack Food Month, established in 1988, is a highly successful marketing promotion effort that benefits the snack industry.

Members stay informed on industry trends and SFA activities through the monthly *Snack World* magazine. The annual SNAXPO convention and trade show is the only show of its kind devoted exclusively to the snack industry.

SFA's annual *State-of-the-Industry Report* is an excellent source for statistics on the snack industry. It is published as an insert in the June issue of *Snack World*. Copies of the *SFA State-of-the-Industry Report* are available to nonmembers for $40. To order, send a check for $40 to : SFA, 1711 King Street, Alexandria, VA 22314.



week in July for the military overseas were down very slightly compared to a year ago," he observes. "But I am sure that is going to change as this year wears on. You can't reduce troops in Europe from 292,000 to 150,000 without having a very dramatic effect on business."

Howeil says one of the reasons Frito-Lay's business remains strong, at least at mid-year, is that it is doing a better job of servicing the military. This includes keeping the shelves full and eliminating out-of-stock conditions.

"Therefore, the troops who are still there constantly have availability of the complete product line," he says. "I think that helps to sustain sales percentagewise to the remaining troops."

He says he also feels that all manufacturers are working harder to maintain the promotional level to bring the best value possible to the troops, looking to maintain or gain market share, if possible, among the troops that are left.

Frito-Lay ships all its products to Europe from the United States despite having a number of snack plants there. Howell says the taste of American-made snacks are different and receive a better reception from American troops than those produced in Europe. Nitrogen flushing and special packaging materials ensure six months shelf life, compared to 30 to 45 days in the United States.

The View from the Commissaries

William F. Mehler, Chief, Merchandising Branch, Defense Commissary Agency Headquarters, Fort Lee, VA., says savory snack sales in commissaries in the United States and around the world "are quite significant."

William Mehler

In the United States alone, he says, these sales amount to some $9 million per month representing about 2.3 percent of total sales. He says the contribution of these products in civilian supermarkets is only 1.6 to 1.8 percent of sales.

Countering arguments that snacks may be underdisplayed, he said about 4.8 percent of the total baseline is devoted to snacks. Thus, if a commissary had 1,000 baseline feet in dry grocery, 48 feet would be allocated to these products.

Do commissary patrons tend to buy more snacks on average than other products?

Mehler says, "They're kind of a mainline, impulse category anyway, and the nice thing about them is that what you sell this week doesn't necessarily impact what you sell the following week because people tend to consume more just because they have them around."

In response to those suggesting that commissaries don't offer suppliers the display opportunities they find in civilian stores, Mehler says this depends to a large degree on the physical facilities available.

"To the extent that our stores are generally not as large as some . . . you perhaps wouldn't find the degree of off-shelf activity as you would in commercial stores. I think in most stores where we have the display capability present, you'll probably find snack items featured as frequently as you'd find them in supermarkets. Plus, there's another motivation at work in supermarkets as well because that is a fairly substantial margin builder for commercial stores at about 26 to 27 percent gross."

How does he respond to the comment that commissaries often don't look at total patron savings, but only at the depth of the deal?

"First of all," he begins, "every category in the supermarket has a different profitability picture. There's more profit in snacks, for instance, than there is in coffee. There's more profitability in health and beauty aids than there is in canned vegetables. In each one of those categories, however, we have a fairly good record of the deals that have been offered in the past. We can pull up the data upon which to make any kind of a judgment concerning whether or not we feel the offer on a promotion, for instance, is reasonable in light of what has come before.

"The other thing is that we should not be blinded by the level of the offer itself. If we have a 50 percent deal on an item that simply won't sell at any price, it's not as good as a 15 percent or 20 percent deal on the number-one market leader in that particular category.

"The perception may be out there that we're blinded by price level or by VPR (voluntary price reductions), but

that's not really the case. We look at a host of things in determining what we are going to promote during the course of a month, not the least of which is the market standing of that particular item. In effect, that's how you build that customer savings figure—by making those judgments and trading off perhaps the dollars and cents on paper with the dollars and cents through the cash register."

How could snack suppliers serve commissaries better?

Mehler says he feels they are doing a pretty good job already, but perhaps could do more in the way of cross-couponing or tying in other promotions, such as with soft drinks.

One final suggestion he offered that would help commissary buyers would be for manufacturers representatives to include regional brands in their sales reports so as to "truly show the market standing for specific brands of snack items."

Exchanges Emphasize Snacks

Two top-ranking snack buyers for military exchanges emphasize that savory snacks play an important role in their merchandising programs.

Frank Grippy

Frank Grippy, Merchandise Manager for grocery/candy/snacks in the Army & Air Force Exchange Service (AAFES), Dallas, TX., and Anne Ozegovich, Buyer, candy, convenience food, tobacco and smoking accessories for the Navy Exchange Service Command (NEXCOM), Staten Island, N.Y., agree these products are vital.

"They're about a $70 million business for us worldwide," says Grippy. "In addition to that we have another $50 million in cookies and similar products, but not confectionery. So we have a total of $120 million in annual sales of these items."

Ozegovich adds, "More and more of the civilian stores with which an exchange competes are carrying snack foods and impulse items. Not only are these civilian stores promoting these products on a regular basis in their newspaper and circular advertising, but they also are carrying some of the better selling items on shelf on a day-to-day basis.

"The salty snack, cookie, and cracker items are high-profit, high-turn products that when merchandised properly can create many spur-of-the-moment purchases in high-traffic areas," she says.

Grippy says AAFES planograms its stores, alloting about 20 feet for these products in the largest stores down to 2 feet in the smallest. NEXCOM has a similar strategy, pointing out that in the smaller locations merchandising racks provided by suppliers are often placed in several locations.

AAFES says each store makes its own decisions on whether to allow special displays, based on local conditions and physical store layout. These promotions generally run from seven to ten days.

Ozegovich says NEXCOM outlets display impulse items "as much as our civilian competitors."

Regarding pricing, Grippy explains that AAFES follows a markup schedule supplemented with market surveys to stay in touch with the local market. "We generally price somewhere between the supermarket and the convenience store."

"In civilian supermarkets and Wal-Mart-type stores," Ozegovich says, "impulse items are often used as 'hot price' items in newspaper and circular advertising to draw customers. Also, in many instances, a normal trade deal from a supplier is used as a break-even or loss leader. When this occurs, customers will most likely pick up higher profit, non-food items while shopping throughout the store."

How could suppliers of savory snacks serve exchanges better?

"Due to the fact that most snack companies are direct-store delivery," Ozegovich points out, "they are probably providing the best service an exchange can receive. Not only are the direct sales representatives suggesting orders, but they also are keeping the stores informed of new item introductions, voluntary price reductions, and, more importantly, where requested, are also stocking their products on both on-shelf and off-shelf displays. Thus, no labor cost is involved from the store, as all labor is being provided by the snack sales representatives."

Anne Ozegovich

"We want new products on a timely basis," Grippy says. "Then we can make them available in our stores at the same time they are introduced to the marketplace. We can do one-time buys, but the minimum quantity must be such that they go directly to the store and bypass the warehouse and sell through in two weeks or less."

AAFES handles exchange sales throughout the world. Counting main exchanges, shopettes, troop stores, concessions, and other outlets, the total number of facilities is nearly 17,000. Those of NEXCOM, the Marines, and Coast Guard add even more.

So, even with a shrinking base, savory snack producers agree: The market potential is still too large to ignore—or take for granted. ■

About the Authors

Al Rickard is Vice President for communications at the Snack Food Association (SFA), an international trade association of 850 snack companies and suppliers to the snack industry. He is responsible for SFA's industry research reports, National Snack Food Month, and SFA's monthly *Snack World* magazine.

Jerry Hess is a freelance writer based in Duluth, Minnesota. He is the former Editor of *Snack Food* magazine.

Patron Education Is A Family Matter

National Military Family Association Commissary Survey

There are approximately 7.3 million people out there who directly or indirectly influence the purchasing decisions of all active duty, retiree, and other authorized patrons of commissaries and exchanges. This number, about the size of a small European nation, makes up the population of the military dependent community.

The military family's perception of the value of commissaries and exchanges is as crucial to ALA's patron awareness objectives as that of the principle authorized patron. To provide the military family's perspective, and to offer suggestions on how best to reach the military dependent community, ALA's Patron Awareness Committee will include a representative from the National Military Family Association (NMFA), a strong advocate for quality of life issues of uniformed service families.

Six months after the Defense Commissary Agency took over the commissaries, NMFA conducted a survey of its 8,100 family members and 500 affiliate members (wives clubs, etc.) on commissary patronage. Sidney Hickey, Associate Director of Government Relations for NMFA offers the following analysis of the results:

The commissary is usually second only to health care when service members and their families are asked which benefits are most important to them. The consolidation of the service commissaries into the Defense Commissary Agency (DeCA) was preceded and followed by meetings of various Process Action Teams (PATs) to determine areas in need of improvement. NMFA was asked to participate on one of these PATs and felt it worthwhile to do a survey as a follow-up. Our limited funding and staff prevents us from conducting demographically and statistically accurate surveys. However, from time to time we initiate informal, anecdotal surveys to ascertain the concerns and interests of military families.

over 80 percent of primary shoppers were family members and not service members

The aim of the survey was two-fold. First, to see which actual changes patrons had noted in their commissaries and second, to call attention to the fact that consolidation had occurred and changes should be expected. Suggestions were made that we delay sending the survey since including it in our April 1992 NMFA Newsletter only allowed DeCA six months in which to implement changes after the October 1, 1991 consolidation. NMFA believed it important to do the survey before the standard summer change of duty station season, so patrons could compare the same commissary before and after consolidation.

Worldwide Response

NMFA requested DeCA's input to our survey format and incorporated its suggestions in the final form. Additional suggestions on ensuring equitable demographic distribution were not within our capabilities. In fact, some local NMFA representatives were most active in distributing surveys, so we did have larger numbers of surveys returned from certain geographic locations. However, postmarks on returned surveys and those surveys which named the local commissary indicate we received completed surveys from all over the world. We were extremely pleased with the excellent support our representatives had from local Commissary Officers.

It should be noted that we asked for a before and after comparison. If patrons were already satisfied with some of these areas in their commissaries, they would have marked #3 (No Change), while still being very satisfied with that particular area. Conversely, of course, if they had been displeased before, marking #3 simply meant they had not noticed a change.

Improvement Noted

We were gratified to see that two areas with noted improvement were hours of operation and average check out time. Both of these areas had occasioned numerous complaints and were targeted by DeCA for improvement. We were disappointed not to see as substantial an improvement in either the visibility of management staff or the quality of produce.

Although certainly not a surprise to NMFA, it should be noted that over 80 percent of primary shoppers were family members and not service members. This tends to support NMFA's contention that efforts to increase commissary patronage should be specifically directed at family members and not solely to service members.

We have allowed our membership until the 31st of July to return the surveys, but the following compilation was tabulated as of July 28th.

Commissary Survey Statistics

The questionnaire asked the following questions requesting that answers be rated.

5) Outstanding 4) Better 3) No Change 2) Worse 1) Unsatis.

Expansion of commissary hours	3.6
Maximum check-out time of 15 minutes	3.5
Improved quality of produce	3.4
Improved quality of meat department	3.4
Expanded selection in meat department	3.4
Increased savings on general grocery	3.3
Consistently well stocked shelves	3.2
Are managers more available	3.4
Improvements since October 1, 1991	3.4
Are shelf price tags easy to find	2.3
Are shelf price tags easy to read	2.3
How does commissary compare with favorite local supermarket	3.0

The figures reflect mean averages for each answer.

DeCA is generally satisfied with the results of the survey. According to DeCA Public Affairs Director, Ken Perrotte, the survey reflects well on DeCA's efforts to improve the commissaries. "When you really examine the survey results, you will see that customers are seeing improvements in almost every category. And when you consider that the survey was conducted six months after consolidation, the show of improvements is a positive reflection on our continuing efforts to meet our customers expectations," Perrotte said.

Worldwide Demographics

Respondents

Active Duty	667
Retired	208
Reserve/Guard	9
Total	884

Answering

Service Member	217
Family Member	677
Total	894

Total Shoppers

Service Member	186
Family Member	727
Total	913

Shopping Time Preference

Weekdays	635
Weekends	145
Evenings	100
Total	880

Shopping Frequency

Daily	38
Weekly	645
Monthly	180
Rarely	16
Total	879

ALA's 11th ANNUAL EXCHANGE SALES FY91 REPORT

All Services FY91 Sales Summaries	94
Army & Air Force Exchange Sales	95
Coast Guard Exchange Sales	117
Marine Corps Exchange Sales	119
Navy Exchange Sales	120

The ALA staff thanks all branches of the Armed Services for their contribution to this report. All figures all preliminary and unaudited. Arithmetic differences may occur due to rounding.

Compiled by Herman Marshall, Editor/Publications Manager

All-Services Exchange Sales Summaries (Thousand $)
FY91

Army & Air Force Totals

Market	Retail	Food	Service	Vending	FY91 Total	FY90 Total	% Change 91vs90
CONUS	3,547,876,508	254,242,509	12,278,050	68,684,317	3,883,081,384	4,275,932,147	-9.2
Overseas	2,403,764,058	319,994,152	35,308,090	58,622,422	2,828,172,676	2,493,099,931	13.4%
Worldwide	**5,951,640,566**	**574,236,661**	**47,586,140**	**127,306,739**	**6,711,254,060**	**6,769,032,078**	**-0.8%**

Coast Guard Totals

Market	Retail	Package Stores	Services* & Others	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
CONUS	68,985,792	18,173,912	25,808,861	112,968,565	102,776,452	94,131,071	9.9%
Overseas	16,098,366	4,931,744	6,242,288	27,272,399	26,618,313	25,369,220	2.5
Coast Guard Cutters	223,884	0	61,743	285,627	272,155	333,511	5.0
Worldwide	**85,308,042**	**23,105,657**	**32,112,892**	**140,526,592**	**129,666,920**	**119,833,802**	**8.4%**

Marine Corps Totals

Market	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY91 Total	FY90 Total	% Change 91vs90
CONUS	354,447,782	3,972,242	358,420,024	30,222,993	23,457,910	53,680,903	412,100,927	387,414,250	6.37
OVERSEAS	58,482,456	3,418,320	61,900,776	4,498,205	5,504,215	10,002,420	71,903,196	62,988,540	14.15
Worldwide	**412,930,238**	**7,390,562**	**420,320,800**	**34,721,198**	**28,962,125**	**63,683,323**	**484,004,123**	**450,402,790**	**7.46%**

Navy Totals

Market	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
CONUS	1,015,671,299	290,293,008	1,305,964,307	1,386,037,858	1,333,359,818	-5.78
Overseas	478,691,046	118,498,891	597,189,937	598,173,179	530,752,520	-0.16
Worldwide	**1,494,362,345**	**408,791,899**	**1,903,154,244**	**1,984,211,037**	**1,864,112,338**	**-4.09%**

Numbers may not total due to rounding.

Army & Air Force Exchange Services (AAFES)
(FY91)

AAFES Employees–Strength Summary

Army Officers	38
Army Enlisted	8
Air Force Officers	34
Air Force Enlisted	16
UAs	6,509
HPPs	56,926
Local Nationals	12,045
Developing Country Nationals	8
Total FY91	**75,584**

AAFES Worldwide coupon redemption for FY91 is $10 million.

AAFES Totals by Reporting Classification (Million $)

Market	Retail	Food	Service	Vending	Direct	Concession	FY91 Total
Central	883.5	62.5	3.4	20.4	969.8	126.5	1,096.3
Southern	836.8	61.1	3.1	20.9	948.9	107.2	1,056.1
Eastern	839.0	53.1	2.7	15.5	960.3	102.1	1,062.4
Western	911.7	77.5	3.1	11.8	1,004.1	92.8	1,096.9
CONUS	**3,548.0**	**254.2**	**12.3**	**68.7**	**3,883.1**	**428.6**	**4,311.7**
Europe	1,708.4	200.5	32.2	45.5	1,986.5	195.8	2,182.3
Pacific	695.4	119.5	4.4	22.4	841.7	119.2	960.9
Overseas	**2,403.8**	**320.0**	**36.6**	**67.8**	**2,828.2**	**315.0**	**3,143.2**
Mail Order	46.5	n/a	n/a	n/a	46.5	n/a	46.5
Worldwide	**5,998.2**	**574.2**	**48.8**	**136.5**	**6,757.7**	**743.5**	**7,501.3**

Summary of Customer Activities

Services

Activity Description	No. of Branches	No. of Annexes	Total
Garage (Auto Repair)	32	1	33
New Car Sales (OSE/Offshore)	0	0	0
Bus or Taxi Service	12	7	19
Car and Truck Rental Service	15	0	15
Trailer Rental Service	0	0	0
Automatic Car Wash	4	0	4
Filling Stations	1	0	1
Other Automotive Activities	3	0	3
Barber Shop (Direct)	7	0	7
Barber Shop (Concession)	376	450	826
Beauty Shop	280	48	328
Custom Tailoring	26	41	67
Laundry/Dry Cleaning Service	246	263	509
Alterations (Direct)	4	1	5
Alterations (Concessions)	280	128	408
Shoe Repair Service	64	16	80
Appliance Repair	57	13	70

Numbers may not total due to rounding.

Activity Description (Services Cont'd)	No. of Branches	No. of Annexes	Total
Watch Repair Service	52	8	60
Optical Service	247	17	264
Photo. Portrait. Photography Portrait Painting & Sketching	105	27	132
Flower Shop.277	56	333	
Rental Service	348	37	385
Customer-Owned-Film Processing Service	51	66	117
Specialty Service	60	8	68
Recreation Type Service	6	4	10
Money Order & Traveler's Check Sales	328	132	460
Service Pick-Up Point (Direct)	61	3	64
Telegraph Service	103	21	124
Tailor-Made/Made-to-Measure Military Uniforms	36	12	48
Delivery Services	36	12	48
Hunting & Fishing License Sales	45	4	49
Domestic Services	2	1	3
Sales of Books & Periodicals	153	8	161
Motion Picture Theater/Paid Admission	342	6	348
Vendor Catalog Sales & Ordering (Overseas & Offshore)	0	0	0
Mail-A-Gift Service	68	52	120
Service Pick-Up-Point (Concession)	134	0	134
Total Services	**3,836**	**1,438**	**5,274**

Retail

Activity Description	No. of Branches	No. of Annexes	Total
Main Stores	224	312	536
Branch Retail Stores	449	205	654
Specialized Stores	154	489	643
Military Clothing	252	0	252
Automotive Sales. Services & Repair	304	190	494
Shoppettes	345	100	445
Class Six Stores	828	316	1.144
Concession	234	11	245
Total Retail	**2790**	**1,623**	**4,413**

Food

Activity Description	No. of Branches	No. of Annexes	Total
Cafeteria I	79	91	170
Cafeteria II	385	85	470
Cafeteria III	600	106	706
Food Franchises	139	2	141
Mobile Snack Bar	51	20	71
School-Lunch Feeding Program	142	13	155
Snack Stand	124	13	155
Delicatessen	38	5	43
Ice Cream Stores	162	5	167
Total Food	**1,720**	**340**	**2,060**

Vending

Activity Description	No. of Branches	No. of Annexes	Total
Consumable Products Machines	665	64	729
Nonconsumable Products Machines	91	22	113
Service Vending Machines	87	2	89
Coin Operated Car Wash Service	52	0	52
Random Washing & Dryer Machines	15	3	18
Launderette Service	254	92	346
Jukebox & Wallbox	140	13	153
Other Amusement/Games Machines	293	26	329
Pay Telephone	249	4	253
Total Vending	**1,846**	**236**	**2,082**

Numbers may not total due to rounding.

AAFES Worldwide Summary by Department (Thousand $)

Department/Code		CONUS $	CONUS %	Overseas* $	Overseas* %	Mail Order $	Mail Order %	Worldwide Total $	Worldwide Total %	FY90 Total	% Change 91vs90
01	Automotive	91,047	2.6	52,852	2.2	147	0.3	144,046	2.4	145,377	0.9
02	Gasoline	321,420	9.1	145,021	6.0	0	0.0	466,441	7.8	528,627	11.7
03	Automotive Labor	16,344	0.5	6,084	0.3	0	0.0	22,427	0.4	23,137	-3.0
04	Video Rental	11,877	0.3	14,274	0.6	0	0.0	26,152	0.4	16,519	58.3
10	Tobacco Products	119,932	3.4	47,369	2.0	0	0.0	167,301	2.8	160,612	4.1
19	Defense Personnel Support Center Merch.	148,997	4.2	57,776	2.4	0	0.0	206,772	3.4	209,558	-1.3
20	Food, Candy, & Snacks	182,618	5.1	170,541	7.1	95	0.2	353,253	5.9	364,061	-2.9
22	Wine & Wine Coolers	50,303	1.4	22,331	0.9	0	0.0	72,634	1.2	66,852	8.6
23	Beer & Beverages	152,254	4.3	53,871	2.2	0	0.0	206,125	3.4	194,103	6.1
25	Distilled Spirits	135,349	3.8	50,775	2.1	0	0.0	186,124	3.1	173,704	7.1
29	Carbonated Beverages	51,703	1.5	66,236	2.8	0	0.0	117,938	2.0	122,482	-3.7
30	Toiletries	162,463	4.6	98,974	4.1	583	1.3	262,020	4.4	267,857	-2.1
34	Cosmetics & Fragrances	133,165	3.8	55,810	2.3	2	0.0	188,977	3.2	170,974	10.5
40	Military Wear	65,252	1.8	28,437	1.2	0	0.0	93,689	1.6	91,725	2.1
50	Jewelry	29,792	0.8	16,628	0.7	4,860	10.5	51,280	0.9	53,995	-5.0
51	Watches	33,543	0.9	20,514	0.9	58	0.1	54,115	0.9	58,300	-7.1
56	Precious & Semi-Precious Jewelry	50,981	1.4	42,364	1.8	59	0.1	93,404	1.6	90,084	3.6
60	Stationery	169,866	4.8	76,901	3.2	901	1.9	247,668	4.1	240,160	3.1
70	Men's Outerwear	81,007	2.3	55,062	2.3	352	0.8	136,420	2.3	130,565	4.4
71	Men's Furnishings	108,048	3.0	73,334	3.1	340	0.7	181,722	3.0	181,835	n/a
72	Women's Outerwear	110,841	3.1	79,015	3.3	339	0.7	190,195	3.2	187,478	1.4
73	Women's Lingerie	70,296	2.0	30,693	1.3	596	1.3	101,585	1.7	100,598	0.9
74	Boyswear	32,047	0.9	21,410	0.9	14	0.0	53,471	0.9	53,813	-0.6
75	Girlswear	30,273	0.9	19,260	0.8	6	0.0	49,539	0.8	48,556	2.0
76	Infants' & Toddlers' Wear	44,465	1.3	26,264	1.1	100	0.2	70,829	1.2	67,734	4.5
77	Footwear	123,690	3.5	74,262	3.1	1,681	3.6	199,632	3.3	200,615	-0.4
78	Linens & Domestics	47,561	1.3	35,227	1.5	406	0.9	83,194	1.4	79,626	4.4
79	Yardage & Sewing Notions	3,172	0.1	12,616	0.5	492	1.1	16,280	0.3	16,733	-2.7
80	Dinnerware & Flatware	12,049	0.3	7,393	0.3	699	1.5	20,141	0.3	20,528	-1.8
81	Kitchenware, Pots & Pans	36,253	1.0	21,801	0.9	671	1.4	58,725	1.0	54,987	6.7
82	Giftware	38,700	1.1	47,349	2.0	4,470	9.6	90,518	1.5	84,154	7.5
83	Cleaning Supplies	38,265	1.1	22,197	0.9	53	0.1	60,515	1.0	61,654	-1.8
85	Traffic & Major Appliances	87,475	2.5	48,812	2.0	1,690	3.6	137,977	2.3	115,900	19.0
86	Furniture & Rugs	43,435	1.2	66,639	2.8	1,256	2.7	111,330	1.9	95,961	16.0
87	Hardware, Tools, Garden & Pet Supplies	77,731	2.2	35,512	1.5	174	0.4	113,417	1.9	113,438	n/a
88	Luggage	21,344	0.6	12,163	0.5	197	0.4	33,704	0.6	32,238	4.5
89	Outdoor Living	85,133	2.4	15,568	0.6	60	0.1	100,761	1.7	97,651	3.1
91	Sporting Goods & Camping Supplies	58,624	1.7	37,060	1.5	1,602	3.4	97,287	1.6	92,507	5.1
92	Developed Film	12,447	0.4	5,305	0.2	0	0.0	17,752	0.3	16,107	10.2
93	Photographic, Optical & Photo Processing	44,923	1.3	36,732	1.5	2,337	5.0	83,992	1.4	85,225	-1.4
95	Toys & Games	66,562	1.9	68,644	2.9	510	1.1	135,716	2.3	129,707	4.6
96	Computers and Accessories	44,364	1.3	48,447	2.0	38	0.1	92,849	1.5	86,937	6.8
97	Home Entertainment & Musical Instr.	228,858	6.5	359,938	15.0	21,513	46.3	610,310	10.2	592,172	3.0
98	Recorded Sound & Video	73,505	2.1	116,289	4.8	165	0.4	189,959	3.2	178,269	6.5
Worldwide Totals		**3,547,972**	**100%**	**2,403,748**	**100%**	**46,467**	**100%**	**5,998,187**	**100%**	**5,903,115**	**1.6%**

*Consolidated Overseas include a correction for sales posted to Distribution. Total of correction is $20,979.

Numbers may not total due to rounding.

AAFES Central Region Sales by Department (Thousand $)

Department		FY91 Sales	% of Total	% of CONUS Total	% of Worldwide Total	FY90 Sales	% Change 91vs90
01	Automotive	21,883	2.5	0.6	0.4	21,728	0.71
02	Gasoline	81,315	9.2	2.3	1.4	84,848	-4.16
03	Automotive Labor	3,614	0.4	0.1	0.1	3,732	-3.17
04	Video Rental	2,620	0.3	0.1	0.0	1,574	66.48
10	Tobacco Products	33,487	3.8	0.9	0.6	30,866	8.49
19	Defense Personnel Support Center Merch.	40,959	4.6	1.2	0.7	41,130	-0.42
20	Food, Candy, & Snacks	48,485	5.5	1.4	0.8	50,611	-4.20
22	Wine & Wine Coolers	10,789	1.2	0.3	0.2	9,637	11.95
23	Beer & Beverages	36,517	4.1	1.0	0.6	33,192	10.02
25	Distilled Spirits	29,700	3.4	0.8	0.5	26,253	13.13
29	Carbonated Beverages	13,717	1.6	0.4	0.2	13,326	2.94
30	Toiletries	39,582	4.5	1.1	0.7	40,947	-3.33
34	Cosmetics & Fragrances	35,458	4.0	1.0	0.6	30,575	15.97
40	Military Wear	19,268	2.2	0.5	0.3	18,351	5.00
50	Jewelry	7,269	0.8	0.2	0.1	7,473	-2.72
51	Watches	7,862	0.9	0.2	0.1	8,387	-6.26
56	Precious & Semi-Precious Jewelry	12,502	1.4	0.4	0.2	12,354	1.20
60	Stationery	43,376	4.9	1.2	0.7	42,317	2.50
70	Men's Outerwear	20,062	2.3	0.6	0.3	19,534	2.71
71	Men's Furnishings	25,679	2.9	0.7	0.4	27,444	-6.43
72	Women's Outerwear	28,071	3.2	0.8	0.5	27,546	1.91
73	Women's Lingerie	17,663	2.0	0.5	0.3	18,314	-3.56
74	Boyswear	7,243	0.8	0.2	0.1	7,880	-8.08
75	Girlswear	7,184	0.8	0.2	0.1	7,258	-1.01
76	Infants' & Toddlers' Wear	10,666	1.2	0.3	0.2	10,207	4.50
77	Footwear	31,163	3.5	0.9	0.5	31,522	-1.14
78	Linens & Domestics	11,244	1.3	0.3	0.2	10,829	3.83
79	Yardage & Sewing Notions	799	0.1	0.0	0.0	1,065	-24.97
80	Dinnerware & Flatware	2,776	0.3	0.1	0.0	2,765	0.38
81	Kitchenware, Pots & Pans	8,467	1.0	0.2	0.1	7,914	6.99
82	Giftware	8,054	0.9	0.2	0.1	8,355	-3.60
83	Cleaning Supplies	10,498	1.2	0.3	0.2	10,601	-0.97
85	Traffic & Major Appliances	21,380	2.4	0.6	0.4	16,120	32.63
86	Furniture & Rugs	9,235	1.0	0.3	0.2	6,772	36.37
87	Hardware, Tools, Garden & Pet Supplies	19,449	2.2	0.5	0.3	19,624	-0.89
88	Luggage	6,265	0.7	0.2	0.1	6,094	2.81
89	Outdoor Living	22,669	2.6	0.6	0.4	21,263	6.61
91	Sporting Goods & Camping Supplies	13,069	1.5	0.4	0.2	12,601	3.71
92	Developed Film	4,018	0.5	0.1	0.1	3,968	1.27
93	Photographic, Optical & Photo Processing	10,427	1.2	0.3	0.2	11,205	-6.94
95	Toys & Games	15,039	1.7	0.4	0.3	14,500	3.72
96	Computers and Accessories	10,178	1.2	0.3	0.2	9,874	3.08
97	Home Entertainment & Musical Instr.	56,109	6.4	1.6	0.9	55,486	1.12
98	Recorded Sound & Video	17,645	2.0	0.5	0.3	15,977	10.44
Central Totals		**883,457**	**100.0%**	**24.9%**	**14.8%**	**862,019**	**2.49%**

Numbers may not total due to rounding.

AAFES Eastern Region Sales by Department (Thousand $)

Department		FY91 Sales	% of Total	% of CONUS Total	% of Worldwide Total	FY90 Sales	% Change 91vs90
01	Automotive	21,149	2.4	0.6	0.4	20,059	5.44
02	Gasoline	74,214	8.3	2.1	1.2	87,502	-15.19
03	Automotive Labor	4,097	0.5	0.1	0.1	4,130	-0.79
04	Video Rental	2,478	0.3	0.1	0.0	1,343	84.48
10	Tobacco Products	40,422	4.5	1.1	0.7	37,037	9.14
19	Defense Personnel Support Center Merch.	44,381	5.0	1.3	0.7	44,453	-0.16
20	Food, Candy, & Snacks	42,684	4.8	1.2	0.7	44,203	-3.44
22	Wine & Wine Coolers	16,103	1.8	0.5	0.3	14,397	11.85
23	Beer & Beverages	33,695	3.8	0.9	0.6	30,002	12.31
25	Distilled Spirits	35,206	4.0	1.0	0.6	33,717	4.42
29	Carbonated Beverages	12,365	1.4	0.3	0.2	11,206	10.34
30	Toiletries	42,004	4.7	1.2	0.7	42,367	-0.86
34	Cosmetics & Fragrances	32,383	3.6	0.9	0.5	30,736	5.36
40	Military Wear	19,961	2.2	0.6	0.3	20,421	-2.25
50	Jewelry	8,184	0.9	0.2	0.1	7,800	4.92
51	Watches	8,650	1.0	0.2	0.1	9,028	-4.18
56	Precious & Semi-Precious Jewelry	12,178	1.4	0.3	0.2	11,718	3.93
60	Stationery	41,519	4.7	1.2	0.7	40,744	1.90
70	Men's Outerwear	23,732	2.7	0.7	0.4	22,350	6.18
71	Men's Furnishings	28,614	3.2	0.8	0.5	29,689	-3.62
72	Women's Outerwear	27,788	3.1	0.8	0.5	28,282	-1.75
73	Women's Lingerie	19,321	2.2	0.5	0.3	19,209	0.58
74	Boyswear	8,994	1.0	0.3	0.2	8,661	3.85
75	Girlswear	7,910	0.9	0.2	0.1	7,407	6.79
76	Infants' & Toddlers' Wear	11,335	1.3	0.3	0.2	10,471	8.25
77	Footwear	32,561	3.7	0.9	0.5	33,003	-1.34
78	Linens & Domestics	11,371	1.3	0.3	0.2	11,331	0.35
79	Yardage & Sewing Notions	721	0.1	0.0	0.0	967	-25.45
80	Dinnerware & Flatware	2,909	0.3	0.1	0.0	2,617	11.17
81	Kitchenware, Pots & Pans	8,654	1.0	0.2	0.1	8,273	4.61
82	Giftware	11,518	1.3	0.3	0.2	12,063	-4.52
83	Cleaning Supplies	9,248	1.0	0.3	0.2	9,649	-4.15
85	Traffic & Major Appliances	18,185	2.0	0.5	0.3	14,342	26.80
86	Furniture & Rugs	5,965	0.7	0.2	0.1	4,398	35.64
87	Hardware, Tools, Garden & Pet Supplies	19,552	2.2	0.6	0.3	20,500	-4.62
88	Luggage	5,468	0.6	0.2	0.1	5,419	0.90
89	Outdoor Living	20,282	2.3	0.6	0.3	19,900	1.92
91	Sporting Goods & Camping Supplies	12,097	1.4	0.3	0.2	11,617	4.13
92	Developed Film	2,965	0.3	0.1	0.0	3,206	-7.52
93	Photographic, Optical & Photo Processing	11,918	1.3	0.3	0.2	12,296	-3.07
95	Toys & Games	15,666	1.8	0.4	0.3	14,311	9.47
96	Computers and Accessories	9,682	1.1	0.3	0.2	6,833	41.69
97	Home Entertainment & Musical Instr.	52,099	5.9	1.3	0.9	51,117	1.92
98	Recorded Sound & Video	18,785	2.1	0.5	0.3	17,436	7.74
Eastern Totals		**889,013**	**100.0%**	**25.1%**	**14.9%**	**876,210**	**1.46%**

Numbers may not total due to rounding.

AAFES Southern Region Sales by Department (Thousand $)

Department		FY91 Sales	% of Total	% of CONUS Total	% of Worldwide Total	FY90 Sales	% Change 91vs90
01	Automotive	20,197	2.3	0.6	0.3	22,118	-8.68
02	Gasoline	71,945	8.3	2.0	1.2	72,645	-0.96
03	Automotive Labor	2,913	0.3	0.1	0.0	3,119	-6.62
04	Video Rental	3,247	0.4	0.1	0.1	2,327	39.52
10	Tobacco Products	23,364	2.7	0.7	0.4	22,163	5.42
19	Defense Personnel Support Center Merch.	35,555	4.1	1.0	0.6	36,933	-3.73
20	Food, Candy, & Snacks	44,993	5.2	1.3	0.8	46,560	-3.37
22	Wine & Wine Coolers	13,557	1.6	0.4	0.2	12,559	7.95
23	Beer & Beverages	54,952	6.4	1.5	0.9	50,017	9.87
25	Distilled Spirits	46,985	5.4	1.3	0.8	42,264	11.17
29	Carbonated Beverages	13,414	1.6	0.4	0.2	14,037	-4.44
30	Toiletries	40,784	4.7	1.1	0.7	40,953	-0.41
34	Cosmetics & Fragrances	32,842	3.8	0.9	0.6	28,289	16.09
40	Military Wear	13,955	1.6	0.4	0.2	13,142	6.19
50	Jewelry	6,890	0.8	0.2	0.1	6,504	5.93
51	Watches	9,310	1.1	0.3	0.2	9,968	-6.60
56	Precious & Semi-Precious Jewelry	12,153	1.4	0.3	0.2	11,465	6.00
60	Stationery	37,704	4.4	1.1	0.6	36,089	4.47
70	Men's Outerwear	16,107	1.9	0.5	0.3	15,597	3.27
71	Men's Furnishings	27,193	3.1	0.8	0.5	27,602	-1.48
72	Women's Outerwear	23,490	2.7	0.7	0.4	23,071	1.82
73	Women's Lingerie	15,627	1.8	0.4	0.3	15,416	1.37
74	Boyswear	6,924	0.8	0.2	0.1	6,896	0.40
75	Girlswear	6,251	0.7	0.2	0.1	5,924	5.52
76	Infants' & Toddlers' Wear	9,397	1.1	0.3	0.2	8,536	10.08
77	Footwear	29,872	3.5	0.8	0.5	29,247	2.14
78	Linens & Domestics	11,152	1.3	0.3	0.2	10,230	9.02
79	Yardage & Sewing Notions	997	0.1	0.0	0.0	1,252	-20.36
80	Dinnerware & Flatware	2,793	0.3	0.1	0.0	2,720	2.67
81	Kitchenware, Pots & Pans	8,063	0.9	0.2	0.1	7,537	6.98
82	Giftware	7,541	0.9	0.2	0.1	7,303	3.26
83	Cleaning Supplies	10,231	1.2	0.3	0.2	10,145	0.85
85	Traffic & Major Appliances	24,451	2.8	0.7	0.4	17,119	42.83
86	Furniture & Rugs	10,942	1.3	0.3	0.2	7,744	41.29
87	Hardware, Tools, Garden & Pet Supplies	18,372	2.1	0.5	0.3	18,827	-2.42
88	Luggage	5,259	0.6	0.1	0.1	5,233	0.49
89	Outdoor Living	21,010	2.4	0.6	0.4	19,717	6.56
91	Sporting Goods & Camping Supplies	15,609	1.8	0.4	0.3	14,368	8.64
92	Developed Film	1,925	0.2	0.1	0.0	1,983	-2.92
93	Photographic, Optical & Photo Processing	9,758	1.1	0.3	0.2	10,500	-7.07
95	Toys & Games	14,724	1.7	0.4	0.2	14,078	4.59
96	Computers and Accessories	10,519	1.2	0.3	0.2	8,912	18.03
97	Home Entertainment & Musical Instr.	54,637	6.3	1.5	0.9	54,768	-0.24
98	Recorded Sound & Video	16,157	1.9	0.5	0.3	15,681	3.03
Southern Totals		**863,759**	**100.0%**	**24.3%**	**14.5%**	**831,558**	**3.87%**

Numbers may not total due to rounding.

AAFES Western Region Sales by Department (Thousand $)

Department		FY91 Sales	% of Total	% of CONUS Total	% of Worldwide Total	FY90 Sales	% Change 91vs90
01	Automotive	27,818	3.1	0.8	0.5	26,418	5.30
02	Gasoline	93,946	10.3	2.6	1.6	113,863	-17.49
03	Automotive Labor	5,720	0.6	0.2	0.1	5,723	-0.05
04	Video Rental	3,533	0.4	0.1	0.1	2,312	52.79
10	Tobacco Products	22,660	2.5	0.6	0.4	21,951	3.23
19	Defense Personnel Support Center Merch.	28,046	3.1	0.8	0.5	30,156	-7.00
20	Food, Candy, & Snacks	46,456	5.1	1.3	0.8	45,824	1.38
22	Wine & Wine Coolers	9,854	1.1	0.3	0.2	8,371	17.71
23	Beer & Beverages	27,090	3.0	0.8	0.5	24,725	9.56
25	Distilled Spirits	23,458	2.6	0.7	0.4	20,614	13.79
29	Carbonated Beverages	12,207	1.3	0.3	0.2	12,446	-1.92
30	Toiletries	40,093	4.4	1.1	0.7	39,668	1.07
34	Cosmetics & Fragrances	32,481	3.6	0.9	0.5	26,943	20.56
40	Military Wear	12,068	1.3	0.3	0.2	12,238	-1.39
50	Jewelry	7,449	0.8	0.2	0.1	7,350	1.35
51	Watches	7,722	0.8	0.2	0.1	7,730	-0.11
56	Precious & Semi-Precious Jewelry	14,147	1.6	0.4	0.2	13,455	5.15
60	Stationery	47,267	5.2	1.3	0.8	43,927	7.60
70	Men's Outerwear	21,105	2.3	0.6	0.4	18,935	11.46
71	Men's Furnishings	26,562	2.9	0.7	0.4	26,864	-1.12
72	Women's Outerwear	31,491	3.5	0.9	0.5	32,450	-2.95
73	Women's Lingerie	17,685	1.9	0.5	0.3	17,126	3.26
74	Boyswear	8,886	1.0	0.3	0.1	8,716	1.95
75	Girlswear	8,928	1.0	0.3	0.2	8,220	8.61
76	Infants' & Toddlers' Wear	13,067	1.4	0.4	0.2	11,757	11.15
77	Footwear	30,094	3.3	0.8	0.5	29,075	3.50
78	Linens & Domestics	13,794	1.5	0.4	0.2	12,843	7.41
79	Yardage & Sewing Notions	655	0.1	0.0	0.0	844	-22.37
80	Dinnerware & Flatware	3,572	0.4	0.1	0.1	3,556	0.44
81	Kitchenware, Pots & Pans	11,068	1.2	0.3	0.2	10,380	6.63
82	Giftware	11,587	1.3	0.3	0.2	12,362	-6.27
83	Cleaning Supplies	8,287	0.9	0.2	0.1	8,063	2.78
85	Traffic & Major Appliances	23,459	2.6	0.7	0.4	17,696	32.57
86	Furniture & Rugs	17,293	1.9	0.5	0.3	13,182	31.19
87	Hardware, Tools, Garden & Pet Supplies	20,357	2.2	0.6	0.3	19,787	2.88
88	Luggage	4,352	0.5	0.1	0.1	4,051	7.44
89	Outdoor Living	21,172	2.3	0.6	0.4	19,985	5.94
91	Sporting Goods & Camping Supplies	17,849	2.0	0.5	0.3	16,056	11.17
92	Developed Film	3,539	0.4	0.1	0.1	3,678	-3.79
93	Photographic, Optical & Photo Processing	12,819	1.4	0.4	0.2	12,970	-1.16
95	Toys & Games	21,133	2.3	0.6	0.4	18,833	12.21
96	Computers and Accessories	13,986	1.5	0.4	0.2	12,060	15.97
97	Home Entertainment & Musical Instr.	66,013	7.2	1.9	1.1	63,879	3.34
98	Recorded Sound & Video	20,918	2.3	0.6	0.4	18,361	13.93
Western Totals		**911,687**	**100.0%**	**25.7%**	**15.3%**	**885,443**	**2.96%**

Numbers may not total due to rounding.

AAFES Europe Region Sales by Department (Thousand $)

Department		FY91 Sales	% of Total	% of CONUS Total	% of Worldwide Total	FY90 Sales	% Change 91vs90
01	Automotive	42,390	2.5	1.8	0.7	43,638	-2.86
02	Gasoline	100,885	5.9	4.2	1.7	124,445	-18.93
03	Automotive Labor	4,560	0.3	0.2	0.1	4,563	-0.07
04	Video Rental	7,176	0.4	0.3	0.1	3,055	134.88
10	Tobacco Products	34,582	2.0	1.4	0.6	37,050	-6.66
19	Defense Personnel Support Center Merch.	44,266	2.6	1.8	0.7	42,686	3.70
20	Food, Candy, & Snacks	125,948	7.4	5.2	2.1	132,429	-4.89
22	Wine & Wine Coolers	17,014	1.0	0.7	0.3	17,000	0.08
23	Beer & Beverages	33,351	2.0	1.4	0.6	37,960	-12.14
25	Distilled Spirits	31,198	1.8	1.3	0.5	31,515	-1.01
29	Carbonated Beverages	58,146	3.4	2.4	1.0	64,588	-9.97
30	Toiletries	66,048	3.9	2.7	1.1	68,763	-3.95
34	Cosmetics & Fragrances	34,103	2.0	1.4	0.6	35,448	-3.79
40	Military Wear	23,940	1.4	1.0	0.4	22,717	5.38
50	Jewelry	12,688	0.7	0.5	0.2	13,524	-6.18
51	Watches	14,550	0.9	0.6	0.2	16,984	-14.33
56	Precious & Semi-Precious Jewelry	26,806	1.6	1.1	0.5	26,553	0.95
60	Stationery	53,127	3.1	2.2	0.9	52,681	0.85
70	Men's Outerwear	45,800	2.7	1.9	0.8	45,308	1.09
71	Men's Furnishings	58,749	3.4	2.4	1.0	55,634	5.60
72	Women's Outerwear	60,466	3.5	2.5	1.0	59,758	1.18
73	Women's Lingerie	22,930	1.3	1.0	0.4	23,113	-0.79
74	Boyswear	17,325	1.0	0.7	0.3	17,738	-2.33
75	Girlswear	15,422	0.9	0.6	0.3	15,799	-2.39
76	Infants' & Toddlers' Wear	20,236	1.2	0.8	0.3	21,026	-3.76
77	Footwear	59,132	3.5	2.5	1.0	62,323	-5.12
78	Linens & Domestics	25,146	1.5	1.0	0.4	24,572	2.33
79	Yardage & Sewing Notions	10,350	0.6	0.4	0.2	9,361	10.57
80	Dinnerware & Flatware	4,892	0.3	0.2	0.1	5,616	-12.88
81	Kitchenware, Pots & Pans	14,809	0.9	0.6	0.2	14,672	0.93
82	Giftware	41,121	2.4	1.7	0.7	33,098	24.24
83	Cleaning Supplies	14,686	0.9	0.6	0.2	16,349	-10.17
85	Traffic & Major Appliances	23,997	1.4	1.0	0.4	28,316	-15.25
86	Furniture & Rugs	38,956	2.3	1.6	0.7	38,552	1.05
87	Hardware, Tools, Garden & Pet Supplies	25,202	1.5	1.0	0.4	24,702	2.02
88	Luggage	9,835	0.6	0.4	0.2	8,885	10.69
89	Outdoor Living	9,811	0.6	0.4	0.2	10,872	-9.76
91	Sporting Goods & Camping Supplies	25,204	1.5	1.0	0.4	26,679	-5.53
92	Developed Film	4,001	0.2	0.2	0.1	1,614	147.88
93	Photographic, Optical & Photo Processing	27,128	1.6	1.1	0.5	24,215	12.03
95	Toys & Games	55,273	3.2	2.3	0.9	54,435	1.54
96	Computers and Accessories	35,505	2.1	1.5	0.6	36,961	-3.94
97	Home Entertainment & Musical Instr.	224,027	13.1	9.3	3.8	228,002	-1.74
98	Recorded Sound & Video	87,632	5.1	3.6	1.5	84,744	3.41
Europe Totals		**1,708,411**	**100.0%**	**71.1%**	**28.7%**	**1,747,943**	**-2.26%**

Numbers may not total due to rounding.

AAFES Pacific Region Sales by Department (Thousand $)

Department		FY91 Sales	% of Total	% of CONUS Total	% of Worldwide Total	FY90 Sales	% Change 91vs90
01	Automotive	10,462	1.5	0.4	0.2	11,318	-7.56
02	Gasoline	44,136	6.3	1.8	0.7	45,325	-2.62
03	Automotive Labor	1,524	0.2	0.1	0.0	1,869	-18.46
04	Video Rental	7,099	1.0	0.3	0.1	5,909	20.14
10	Tobacco Products	12,787	1.8	0.5	0.2	11,545	10.76
19	Defense Personnel Support Center Merch.	13,510	1.9	0.6	0.2	14,089	-4.11
20	Food, Candy, & Snacks	44,593	6.4	1.9	0.7	44,386	0.47
22	Wine & Wine Coolers	5,317	0.8	0.2	0.1	4,888	8.77
23	Beer & Beverages	20,520	3.0	0.9	0.3	18,206	12.71
25	Distilled Spirits	19,577	2.8	0.8	0.3	19,342	1.21
29	Carbonated Beverages	8,111	1.2	0.3	0.1	6,879	17.91
30	Toiletries	32,926	4.7	1.4	0.6	34,573	-4.76
34	Cosmetics & Fragrances	21,706	3.1	0.9	0.4	18,978	14.38
40	Military Wear	4,497	0.6	0.2	0.1	4,858	-7.43
50	Jewelry	3,940	0.6	0.2	0.1	4,600	-14.34
51	Watches	5,964	0.9	0.2	0.1	6,088	-2.04
56	Precious & Semi-Precious Jewelry	15,558	2.2	0.6	0.3	14,464	7.56
60	Stationery	23,775	3.4	1.0	0.4	23,344	1.84
70	Men's Outerwear	9,262	1.3	0.4	0.2	8,409	10.14
71	Men's Furnishings	14,585	2.1	0.6	0.2	14,305	1.96
72	Women's Outerwear	18,549	2.7	0.8	0.3	15,955	16.26
73	Women's Lingerie	7,763	1.1	0.3	0.1	6,972	11.35
74	Boyswear	4,084	0.6	0.2	0.1	3,906	4.56
75	Girlswear	3,838	0.6	0.2	0.1	3,940	-2.59
76	Infants' & Toddlers' Wear	6,028	0.9	0.3	0.1	5,656	6.58
77	Footwear	15,130	2.2	0.6	0.3	14,371	5.28
78	Linens & Domestics	10,081	1.4	0.4	0.2	9,341	7.92
79	Yardage & Sewing Notions	2,265	0.3	0.1	0.0	2,803	-19.19
80	Dinnerware & Flatware	2,500	0.4	0.1	0.0	2,104	18.83
81	Kitchenware, Pots & Pans	6,992	1.0	0.3	0.1	5,407	29.32
82	Giftware	6,228	0.9	0.3	0.1	5,906	5.44
83	Cleaning Supplies	7,512	1.1	0.3	0.1	6,829	9.99
85	Traffic & Major Appliances	24,815	3.6	1.0	0.4	20,782	19.41
86	Furniture & Rugs	27,683	4.0	1.2	0.5	24,034	15.18
87	Hardware, Tools, Garden & Pet Supplies	10,310	1.5	0.4	0.2	9,805	5.15
88	Luggage	2,328	0.3	0.1	0.0	2,307	0.89
89	Outdoor Living	5,757	0.8	0.2	0.1	5,839	-1.41
91	Sporting Goods & Camping Supplies	11,857	1.7	0.5	0.2	9,749	21.62
92	Developed Film	1,304	0.2	0.1	0.0	1,661	-21.49
93	Photographic, Optical & Photo Processing	9,604	1.4	0.4	0.2	10,946	-12.26
95	Toys & Games	13,371	1.9	0.6	0.2	12,940	3.33
96	Computers and Accessories	12,942	1.9	0.5	0.2	12,271	5.47
97	Home Entertainment & Musical Instr.	135,911	19.5	5.7	2.3	118,910	14.30
98	Recorded Sound & Video	28,657	4.1	1.2	0.5	25,912	10.60
Pacific Totals		**695,357**	**100.0%**	**28.9%**	**11.7%**	**651,721**	**6.70%**

Numbers may not total due to rounding.

AAFES Central Region Exchange Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
Altus AFB	6,810,304	241,449	50,291	216,800	7,318,844	9,029,337	-18.9
Barksdale AFB	29,801,723	1,363,291	49,262	405,519	31,619,795	32,409,536	-2.4
Bergstrom AFB	26,587,230	1,670,201	40,342	253,856	28,551,629	28,203,136	1.2
Brooks AFB	3,620,197	92,257	n/a	164,895	3,877,349	4,913,742	-21.1
Cannon AFB	10,039,213	1,009,135	77,342	287,773	11,413,463	12,234,042	-6.7
Carswell AFB	43,244,318	2,098,543	43,661	446,165	45,832,687	43,554,752	5.2
Dyess AFB	9,815,165	317,227	49,444	374,115	10,555,951	12,628,244	-16.4
Eaker AFB	8,355,125	126,156	49,247	143,900	8,674,428	8,372,645	3.6
Ellsworth AFB	12,203,629	939,563	143,145	338,077	13,624,414	17,125,824	-20.4
England AFB	8,700,320	180,071	22,232	121,729	9,024,352	11,374,888	-20.7
Fort McCoy Exchange	9,444,754	1,014,750	32,408	162,989	10,654,901	14,566,774	-26.9
Ft. Bliss Exchange	64,629,513	4,490,704	135,518	1,444,248	70,699,983	79,237,616	-10.8
Ft. Chaffee Exchange	5,063,553	342,805	13,920	n/a	5,420,278	4,629,668	17.1
Ft. Hood Exchange	86,818,862	7,486,395	375,257	2,983,631	97,664,145	120,530,384	-19.0
Ft. Leavenworth	19,577,910	2,443,122	118,892	458,242	22,598,166	24,398,640	-7.4
Ft. Leonard Wood Exchange	30,777,670	3,711,290	345,100	840,187	35,674,247	46,241,952	-22.9
Ft. Polk Exchange	41,210,388	3,902,175	230,631	1,086,640	46,429,834	57,302,272	-19.0
Ft. Riley	26,454,977	3,990,923	143,464	1,242,434	31,831,798	45,592,608	-30.2
Ft. Sam Houston Exchange	66,367,655	4,968,493	129,920	1,180,022	72,646,090	88,811,312	-18.2
Ft. Sill Exchange	36,602,324	3,503,865	202,788	1,463,986	41,772,963	61,716,432	-32.3
Goodfellow AFB	8,447,535	707,643	61,348	273,485	9,490,011	13,250,853	-28.4
Grand Forks AFB	16,809,479	1,465,017	87,409	211,602	18,573,507	17,944,368	3.5
Holloman AFB	11,012,376	404,667	71,135	357,434	11,845,612	15,460,086	-23.4
Kelly AFB (Dec12.91)	3	1	n/a	-10,715	-10,711	3,549,309	-100.3
Kirkland AFB	22,957,021	926,408	105,812	305,054	24,294,295	27,551,456	-11.8
Lackland AFB	60,168,315	3,482,643	111,992	1,477,282	65,240,232	81,566,912	-20.0
Laughlin AFB	4,567,551	220,532	36,860	126,806	4,951,749	6,297,874	-21.4
Little Rock AFB	20,280,114	1,130,378	57,831	478,720	21,947,043	23,080,976	-4.9
McConnel AFB	8,778,614	661,310	28,133	157,779	9,625,836	10,474,089	-8.1
Minot AFB	12,387,574	1,205,649	87,317	271,459	13,951,999	17,316,064	-19.4
Offutt AFB	34,767,597	1,528,049	42,971	644,965	36,983,582	37,460,608	-1.3
Randolph AFB	30,487,800	864,954	60,155	403,065	31,815,970	32,401,712	-1.8
Reese AFB	5,009,410	74,606	14,163	154,644	5,252,823	6,719,182	-21.8
Scott AFB	32,567,111	2,860,680	105,463	568,766	36,102,020	35,807,792	0.8
Sheppard AFB	21,778,895	1,814,076	151,544	777,570	24,522,085	37,196,752	-34.1
Tinker AFB	29,491,832	540,123	33,455	265,630	30,331,040	31,547,456	-3.9
Twin Cities	5,595,680	n/a	n/a	n/a	5,595,680	4,877,007	14.7
Vance AFB	2,893,877	n/a	n/a	109,465	3,003,342	3,482,085	-13.7
White Sands Missile Range	4,206,589	498,040	35,805	156,633	4,897,067	5,304,841	-7.7
Whiteman AFB	5,124,249	235,993	49,944	96,406	5,506,592	6,268,114	-12.1
Central Totals	**823,456,452**	**62,513,180**	**3,384,201**	**20,441,258**	**909,805,091**	**1,148,431,340**	**-15.8%**

The following Central Region bases are FY90 bases that were represented in FY91 figures but not listed individually. Their Total FY90 sales are provided here for reference: Bismark, ND: 251,391; Camp Beauregard, LA: 565,167; Camp Clark, MO: 42,081; Camp Dodge, IA: 889,648; Camp Maubry, TX: 523,146; Camp Ripley, NM: 2,640,038; Des Moines, IA: 841,690; Duluth ANG, MN: 1,761; 872; Ellington, TX: 1,301,756; Forbes Field, KS: 226,138; Grafton, 125,142; Granite City, IL: 2,515,742; Gruber, AR: 232,681; Hector Field, ND: 595,316; HQ AAFES, TX: 3,081,172; Jefferson City, MO: 216,243; Kingsport, TN: 242,197; Lincoln, NE: 556,588; McAlester, OK: 809,425; Memphis, 1,583,695; Milwaukee, WI: 1,054,077; Ozark: 42,538; Pine-bluff Arsenal, AR: 285,911; Red River AD, TX: 1,229,554; Richards, 1,244,253; St. Louis, MO: 351,201; Truax Field, WI: 751,997; Volk Field, WI: 532,125. FY90 Total: 24,494,874.

Numbers may not total due to rounding.

AAFES Eastern Region Exchange Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
Aberdeen Proving Grounds	20,212,694	2,027,672	40,837	429,015	22,710,218	30,088,928	-24.5
Andrews AFB	48,662,839	3,321,570	174,501	608,792	52,767,702	59,761,328	-11.7
Boling AFB	29,240,209	2,712,340	68,845	244,723	32,266,117	34,732,960	-7.1
Cameron Station (Sales District Office)	34,741,481	508,122	n/a	56,726	35,306,329	34,413,520	2.6
Carlisle Barracks	21,316,213	233,854	16,734	132,420	21,699,221	11,809,841	83.7
Chanute AFB	15,017,037	496,568	133,888	996,140	16,643,633	20,963,736	-20.6
Charles E. Kelly	7,160,621	147,202	n/a	n/a	7,307,823	n/a	n/a
Dover AFB	16,449,971	2,007,241	135,932	532,294	19,125,438	21,153,568	-9.6
Ft. Belvoir	54,754,065	1,489,679	106,274	491,721	56,841,739	57,306,640	-0.8
Ft. Benjamin Harrison	16,288,517	1,703,669	114,460	445,750	18,552,396	21,770,464	-14.8
Ft. Campbell	64,063,568	4,405,082	103,141	1,630,904	70,202,695	67,861,648	3.4
Ft. Devens (CONS with Hanscom 1675 5/92)	23,619,158	2,216,844	128,971	392,986	26,357,959	35,665,376	-26.1
Ft. Dix/McGuire (Sales District Office)	59,086,658	4,976,679	150,140	1,174,387	65,387,864	78,924,304	-17.2
Ft. Drum	34,255,259	5,056,869	98,720	900,264	40,311,112	44,285,632	-9.0
Ft. Eustis	29,211,593	2,768,926	115,231	776,922	32,872,672	40,041,376	-17.9
Ft. Knox	45,883,763	4,751,166	221,118	1,114,896	51,970,943	65,497,792	-20.7
Ft. Lee	34,542,421	3,546,876	76,649	872,044	39,037,990	50,981,888	-23.4
Ft. Meade	43,497,780	1,177,576	143,672	590,597	45,409,625	42,051,248	8.0
Ft. Monmouth/Hamilton	34,882,407	1,815,052	85,447	417,335	37,200,241	35,175,856	5.8
Ft. Myer	21,891,009	1,204,281	28,608	649,273	23,773,171	24,633,584	-3.5
Ft. Sheridan	11,175,044	220,977	n/a	124,836	11,520,857	9,450,050	21.9
Griffiss AFB	19,974,302	156,188	61,354	260,280	20,452,124	16,603,008	23.2
Grissom AFB	7,207,311	1,002,464	34,932	188,822	8,433,529	9,490,405	-11.1
Hanscom AFB (CONS with Ft. Devens 5/92)	17,157,126	252,553	58,858	170,866	17,639,403	16,612,304	6.2
K.I. Sawyer AFB	10,599,165	126,371	84,250	109,107	10,918,893	11,176,656	-2.3
Langley AFB	37,478,510	1,324,175	96,258	419,423	39,318,366	40,400,160	-2.7
Loring AFB	10,020,095	391,828	91,599	246,032	10,749,554	10,284,529	4.5
Pease AFB (Closing)	61	n/a	n/a	-10,412	-10,351	13,346,715	-100.1
Plattsburg AFB	9,483,383	51,908	26,894	184,541	9,746,726	11,071,810	-12.0
Selfridge ANG	14,973,949	486,079	32,709	77,634	15,570,371	14,702,082	5.9
Sonderstrom AB (Formerly So. Operations 4/92)	1,268,357	n/a	7,249	n/a	1,275,606	2,098,888	-39.2
Thule AB (Formerly Southern Operations 4/92)	3,224,149	n/a	21,082	n/a	3,245,231	4,862,743	-33.3
U.S. Military Academy	17,468,871	448,988	76,757	429,579	18,424,195	21,288,672	-13.5
Walter Reed AMC	9,991,102	458,372	n/a	525,432	10,974,906	13,443,669	-18.4
Westover AFB	12,587,414	n/a	n/a	81,440	12,668,854	10,982,391	15.4
Wright-Patterson AFB (Sales District)	43,753,825	1,296,204	104,717	137,460	45,292,206	43,598,064	3.9
Wurtsmith AFB	12,324,012	311,811	87,305	111,266	12,834,394	12,446,662	3.1
Eastern Totals	**963,463,839**	**53,095,186**	**2,727,132**	**15,513,495**	**964,799,752**	**1,038,978,497**	**-7.1%**

The following Eastern Region bases are consolidated among the FY91 figures, but not listed separately. Their Total FY90 sales are provided here for reference: Arlington Hall Station, VA, 475; Arnold AFS, TN, 1,386,182; Battle Creek, MI, 485,625; Bayonne, NJ, 1,245,127; Bellwood DGSC, VA, 2,089,411; Bill Mitchell BX, WI, 687,825; Camp Atterbury, IN, 397,069; Camp Grayling, MI, 1,552,040; Camp Keyes, ME, 677,803; Camp O'Neill, CT, 1,327,730; Camp Perry, OH, 244,620; Chattanooga, TN, 897,925; Edgewood, MD, 1,544,293; Ft. A.P. Hill, VA, 1,373,168; Ft. Detrick, MD, 4,653,346; Ft. Indiantown Gap, PA, 7,984,598; Ft. McNair, DC, 1,404,450; Ft. Monroe, VA, 5,545,674; Ft. Pickett, VA, 2,083,503; Ft. Richie, MD, 3,200,720; Ft. Story, VA, 3,632,761; Ft. Totten, NY, 2,490,512; Hancock Field, NY, 539,608; Letterkenny AD, PA, 544,166; Lexington, KY, 533,522; Martinsburg, WV, 203,098; McGhee Tyson ANG, TN, 1,514,289; Nashville ANGB, TN, 1,410,920; New Cumberland AD, PA, 1,423,208; Newark AFB, OH, 249,072; Niagra AFB, NY, 3,769,336; O'Hare Airport, IL, 1,560,284; Oakdale, PA, 5,721,802; Pedricktown, NJ, 526,852; Phelps Collins ANG, MI, 201,939; Picatinny Arsenal, NJ, 1,120,221; Pittsburgh, PA, 389,863; Pomona, NJ, 562,350; Rickenbacker ANG, OH, 4,312,404; Rock Island, IL, 1,499,999; Seneca AD, NY, 1,482,682; Smyrna, TN, 796,943; Tobyhanna AD, PA, 3,642,358; U.S. Sold & Airmen's Home, DC, 2,391,041; Vint Hill Farms, VA, 3,706,500; Warfield, MD, 194,474; Watervliet Arsenal, NY, 1,148,078; Youngstown, OH, 355,893; Total, 84,703,759.

Numbers may not total due to rounding.

AAFES Southern Region Exchange Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
Atlantic (Panama)	7,279,713	1,340,485	131,165	615,147	9,366,510	n/a	n/a
Azores (Lajes Field)	13,336,336	1,469,608	242,760	228,720	15,277,424	17,498,944	-12.7
Buchanan Exchange (Puerto Rico)	53,477,290	1,320,160	n/a	n/a	54,797,450	55,344,496	-1.0
Charleston AFB	15,604,244	1,355,736	42,586	256,752	17,259,318	20,699,632	-16.6
Columbus AFB	5,711,821	75,733	26,979	139,466	5,953,999	5,886,709	1.1
Eglin AFB	53,460,998	3,000,537	98,865	918,454	57,478,854	50,824,432	13.1
Ft Benning Exchange	57,224,766	6,278,061	270,640	1,213,829	64,987,296	87,041,424	-25.3
Ft. Bragg Exchange	97,216,685	9,557,849	124,365	4,015,993	110,914,892	118,034,608	-6.0
Ft. Gordon Exchange	31,744,375	4,100,177	155,440	1,606,636	37,606,628	52,499,104	-28.4
Ft. Jackson Exchange	42,143,581	2,150,583	148,839	1,089,106	45,532,109	61,621,008	-26.1
Ft. McClellan Exchange	21,783,867	1,948,414	75,954	480,731	24,288,966	30,594,592	-20.6
Ft. McPherson	24,698,029	803,852	n/a	507,393	26,009,274	9,369,443	177.6
Ft. Rucker Exchange	27,269,824	2,927,653	148,437	1,030,161	31,376,075	36,273,200	-13.5
Ft. Stewart Exchange	37,879,144	5,025,203	265,224	1,261,885	44,431,456	47,827,440	-7.1
Homestead AFB	27,698,618	2,095,134	66,365	438,345	30,298,462	32,792,080	-7.6
Honduras	4,829,821	n/a	25,324	36,862	4,892,007	6,306,498	-22.4
Hunter Army Air Field	10,976,873	300,790	21,271	293,068	11,592,002	15,322,852	-24.3
Keesler AFB	42,577,648	1,824,312	214,739	1,018,850	45,635,549	47,035,904	-3.0
Mac Dill AFB	44,030,062	2,513,993	23,642	601,915	47,169,612	49,346,320	-4.4
Maxwell AFB	34,550,837	1,708,281	49,598	488,146	36,796,862	34,665,728	6.1
Moody AFB	9,861,521	238,528	32,575	66,559	10,199,183	11,154,903	-8.6
Myrtle Beach AFB	11,182,100	55,447	31,277	257,472	11,526,296	13,775,549	-16.3
Pacific (Panama)	59,703,025	4,981,156	504,423	2,477,783	67,666,387	n/a	n/a
Panama Exchange	1,344	n/a	n/a	n/a	1,344	66,855	-98.0
Patrick AFB	32,900,732	1,321,626	50,584	256,302	34,529,244	34,521,456	n/a
Redstone Arsenal	26,262,336	1,884,180	54,631	504,550	28,705,697	32,372,368	-11.3
Robins AFB	19,449,104	301,426	57,090	64,199	19,871,819	21,302,192	-6.7
Seymore-Johnson AFB	12,305,461	90,113	86,822	358,778	12,841,174	14,813,044	-13.3
Shaw AFB	17,273,442	989,994	44,867	203,144	18,511,447	21,198,800	-12.7
Tyndall AFB	16,835,329	1,486,348	91,272	437,881	18,850,830	19,466,448	-3.2
Southeast Totals	**859,268,962**	**61,145,378**	**3,085,734**	**20,868,127**	**944,368,166**	**947,656,629**	**-0.35%**

The following Southern Region bases are FY90 bases that were represented in FY91 figures but not listed individually. Their Total FY90 sales are provided here for reference: Camp Blanding, FL, 1,349,270; Camp Frank D. Merrill, GA, 186,609; Camp Shelby, MS, 4,113,078; Dobbins AFB, GA, 3,126,054; Ft. Gillem, GA, 13,879,972; Gulfport, MS, 506,768; Gunter AFB, AL, 5,567,729; Hurlburt Field, FL, 7,536,957; New Orleans, LA, 526,064; Thompson Field, MS, 1,247,014; Van Nuys ANG, LA, 84,272; Vicksburg, MS, 330,170; Total, 38,453,957

AAFES Western Region Exchange Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
Beale AFB	15,511,907	1,500,673	66,666	186,415	17,265,661	18,660,128	-7.5
Castle AFB	19,072,712	646,713	108,078	204,864	20,032,367	20,461,104	-2.1
Davis-Monthan AFB	24,916,073	1,385,602	54,762	143	26,356,580	29,659,104	-11.1
Denver Exchange	47,965,107	3,070,878	127,081	1,007,407	52,170,473	n/a	n/a
Edwards AFB	21,514,440	4,399,413	86,754	369,587	26,370,194	31,100,592	-15.2
F.E. Warren AFB	7,116,958	878,559	56,720	153,218	8,205,455	9,164,686	-10.5

Numbers may not total due to rounding.

Fairchild AFB	18,535,524	1,263,482	46,595	276,759	20,122,360	22,053,648	-8.8
Ft. Carson	32,425,299	4,093,511	109,467	1,439,600	38,067,877	40,328,704	-5.6
Ft. Huachuca	19,920,239	2,832,417	104,525	-7,451	22,849,730	27,557,920	-17.1
Ft. Hunter Liggett	2,204,915	593,379	30,954	n/a	2,829,248	2,727,244	3.7
Ft. Irwin	16,060,814	4,234,726	155,286	436,246	20,887,072	25,253,264	-17.3
Ft. Lewis/McChord AFB	125,262,607	10,292,065	283,282	1,901,099	137,739,053	144,455,680	-4.6
Ft. Ord	63,957,724	7,466,809	276,164	1,055,069	72,755,766	77,900,240	-6.6
George AFB	11,944,229	1,168,612	46,402	162,807	13,322,050	17,972,126	-25.9
Los Angeles Consolidated Exchange	16,233,568	543,711	n/a	138,784	16,916,063	11,549,732	46.5
Luke AFB	22,018,604	1,353,920	64,547	n/a	23,437,071	25,346,928	-7.5
Malmstrom AFB	7,558,508	745,393	61,203	n/a	8,365,104	10,360,298	-19.3
Mather AFB	26,635,189	635,846	81,687	175,154	27,527,876	28,800,976	-4.4
McClellan AFB	29,784,533	950,498	75,680	150,490	30,961,201	31,760,176	-2.5
Mountain Home AFB	11,288,878	736,486	79,851	205,822	12,311,039	13,568,723	-9.3
Nellis AFB	33,087,116	2,975,734	107,197	1,683	36,171,730	38,750,416	-6.7
Northern Alaska Exchange	46,369,147	4,311,872	264,718	813,622	51,759,359	n/a	n/a
Norton/March AFB	57,768,329	4,279,712	108,848	601,737	62,758,626	69,517,856	-9.7
Peterson AFB	21,564,691	544,543	n/a	218,850	22,328,084	25,174,640	-11.3
Presidio of San Francisco	25,969,425	1,912,149	60,783	356,467	28,298,824	30,946,128	-8.6
Shemya AFB Exchange	1,832,890	376,644	n/a	49,751	2,259,285	4,577,855	-50.6
Southern Alaska Exchange	61,532,038	5,520,952	192,356	797,681	68,043,027	n/a	n/a
Travis AFB	48,209,669	4,961,263	158,422	556,573	53,885,927	54,513,264	-1.2
USAF Academy - W-USAFA-EOA	20,816,996	468,940	n/a	327,621	21,613,557	23,221,872	-6.9
Utah Exchange	24,609,303	518,801	75,496	5,781	25,209,381	n/a	n/a
Vandenberg AFB	19,194,162	2,075,435	121,543	275,658	21,666,798	23,201,776	-6.6
Williams AFB	9,705,040	279,680	52,015	n/a	10,036,735	12,080,313	-16.9
Yuma Proving Ground	1,100,557	470,344	13,901	n/a	1,584,802	1,855,499	-14.6
Western Totals	**911,687,191**	**77,488,784**	**3,070,983**	**11,861,437**	**1,004,108,375**	**872,529,894**	**15.1%**

The following Western Region bases are FY90 bases that were represented in FY91 figures but not listed individually. Their Total FY90 sales are provided here for reference. Camp Guernsey, WY, 138,320; Camp Parks, CA, 262,137; Camp Roberts, CA, 1,486,568; Camp San Luis Obispo, CA, 352,575; Dugway PG, UT, 2,797,406; Fitzsimmons AMC, CO, 11,196,560; Ft. Douglas, UT, 2,251,863; Ft. Lawton, WA, 490,756; Gila Bend AFAF, AZ, 156,559; Gowen Field, ID, 700,306; Hill AFB, UT, 20,799,712; Indian Springs AFAF, NV, 257,824; Kingsley Field, OR, 462,910; Lake Meade Annex, NV, 222,107; Los Alamotis AFRC, CA, 7,457,400; Los Angeles AFB, CA, 11,549,732; Lowery AFB, CO, 48,187,504; Monterey, CA, 12,021,708; Oakland AB, CA, 1,733,221; Onizuka AFB, CA, 461,605; Pueblo Depot, CO, 125,641; Sacramento AD, CA, 588,010; Sharpe AD, CA, 582,412; Sierra AD, CA, 863,168; Vancouver Barracks, WA, 2,613,776; Yakima, WA, 933,017; Total, 128,692,797.

AAFES Europe Exchange Total Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
AAFES-Europe HQ-Miscellaneous Activities	-64,082	n/a	n/a	n/a	-64,082	n/a	n/a
AAFES HQ Europe	60,309	n/a	n/a	n/a	60,309	n/a	n/a
Adana	19,316,105	3,145,964	450,223	374,361	23,286,653	15,408,776	51.1
Alconbury Consolidated	16,411,426	2,645,587	196,566	510,949	19,764,528	21,398,064	-7.6
Ankara	7,212,643	512,286	84,575	189,214	7,998,718	8,992,914	-11.1
Ansbach	22,692,046	3,470,108	731,492	423,849	27,317,495	13,830,837	97.5
Aschaffenburg (Consolidated under 7216 5/92)	14,577,893	2,002,984	496,567	n/a	17,077,444	21,285,728	-19.8
Athens (Closed FM 7/91)	1,452,023	225,027	156	1,516	1,678,722	12,773,266	-86.9
Augsburg/Neu Ulm	36,176,059	4,132,227	867,678	915,602	42,091,566	42,569,200	-1.1
Aviano	16,256,435	2,058,896	355,508	317,383	18,988,222	15,367,554	23.6
Bad Kreuznach	14,649,185	2,647,880	351,655	193,557	17,842,277	16,399,501	8.8
Bamberg	22,938,347	3,699,363	610,861	301,768	27,550,339	34,470,512	-20.1
Baumholder	35,594,034	5,277,289	1,002,186	1,488,463	43,361,972	41,217,456	5.2
Belgium	14,461,377	1,383,187	308,248	279,187	16,431,999	n/a	n/a
Bentwaters Consolidated	21,686,001	2,391,211	150,335	499,722	24,727,269	27,630,928	-10.5
Berlin	41,981,467	4,786,097	503,106	501,766	47,772,436	53,332,720	-10.4
Bitburg/Spangdahlem	51,852,427	4,819,158	996,187	1,281,922	58,949,694	59,024,576	-0.1

Numbers may not total due to rounding.

(Europe Exchange Sales, Cont'd) Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
Bremerhaven	19,323,866	1,307,199	317,988	400,411	21,349,464	21,192,336	0.7
Brindisi	8,372,306	1,153,725	220,971	331,779	10,078,781	9,704,630	3.9
Chicksands	6,508,862	575,657	58,583	n/a	7,143,102	7,217,846	-1.0
Comiso Installation	1,085,814	45,043	36,614	43,424	1,210,895	7,319,044	-83.5
Crete	4,799,589	456,876	54,719	135,120	5,446,304	4,041,714	34.8
Darmstadt (Consolidated with 7218 Wiesbaden 5/91)	26,762,845	3,474,654	739,052	529,637	31,506,188	24,779,680	27.1
European Basin Sales District	2,770,853	n/a	n/a	n/a	2,770,853	n/a	n/a
European Industrial Activity (EIA)	-402	n/a	n/a	n/a	-402	n/a	n/a
Feltwell	n/a	n/a	99,542	n/a	99,542	8,286,413	-98.8
Frankfurt	71,296,754	6,500,223	855,502	572,264	79,224,743	79,327,984	-0.1
Fuerth/Erlangen	84,085,748	7,751,955	1,371,578	923,362	94,132,643	92,523,225	1.7
Fulda/Bad Hersfeld	29,147,462	3,739,924	740,796	536,674	34,164,856	21,777,307	56.9
Garlstedt	20,065,375	2,194,899	491,765	169,372	22,921,411	24,243,600	-5.5
Germany Support Activities	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Giessen Echange	50,555,504	5,522,061	1,366,270	733,181	58,177,016	39,576,368	47.0
Grafenwoehr	52,735,442	11,025,987	1,254,206	870,550	65,886,185	27,630,224	138.5
Greenham Common Consolidated	1	n/a	n/a	n/a	1	5,626,240	n/a
Hahn	19,630,085	2,745,614	479,861	528,053	23,383,613	33,865,312	-31.0
Hanau (Consolidated Aschaffenburg 7277 5/92)	58,831,597	6,237,163	1,224,711	447,704	66,741,175	61,639,712	8.3
Heidelberg/Karlsruhe	49,879,552	4,668,187	1,303,529	1,208,631	57,059,899	81,803,088	-30.2
Heilbronn	13,931,222	1,607,313	391,853	368,262	16,298,650	25,816,992	-36.9
Italy Sales District Office	1,034,520	n/a	5	n/a	1,034,525	n/a	n/a
Izmir	8,191,514	340,516	79,704	120,965	8,732,699	10,644,319	-18.0
Kaiserslautern Sales District	n/a	n/a	22,535	n/a	22,535	n/a	n/a
Kaiserslauthern/Semback	81,055,852	8,579,501	1,284,350	1,331,327	92,251,030	102,379,480	-9.9
Karlsruge	19,494,504	2,952,486	460,250	7,588	22,914,828	n/a	n/a
Lakenheath Consolidated	59,345,995	6,697,413	356,975	1,393,549	67,793,932	46,128,448	47.0
Livorno	8,474,946	1,089,337	85,856	235,397	9,885,536	9,024,058	9.5
Mannhein	48,861,894	8,106,204	1,258,885	1,512,463	59,739,446	51,834,992	15.2
Menwith Hill	3,618,027	n/a	20,659	-31	3,638,655	3,421,060	6.4
Moehringen/Goeppingen (Cons. Stuttgart 7272)	6,685,332	1,784,689	396,201	n/a	8,866,222	8,029,929	10.4
Munich	26,375,667	2,521,742	638,056	4	29,535,469	26,916,432	9.7
Nuernberg Sales District	n/a	n/a	-1,166	7,849,410	7,848,244	4,817,782	62.9
Rasmstein	69,481,518	8,111,399	1,199,870	1,211,895	80,004,682	75,783,536	5.6
Rhein-Main	43,918,843	4,704,222	582,327	451,968	49,657,360	52,160,432	-4.8
Saudi Arabia (Formerly Riyadh 2/92 CON 7815)	10,791,197	1,367,868	n/a	n/a	12,159,065	1,331,840	n/a
Saudi Arabia (Formerly Dhahran 7914 CON 7815)	66,415,115	10,483,560	n/a	n/a	76,898,675	41,611,344	84.8
Schweinfurt	36,703,575	6,262,448	834,343	694,005	44,494,371	39,522,560	12.6
Soesterbert/Schinnen	25,431,066	1,551,426	126,144	466,533	27,575,169	25,723,249	7.2
Stuttgart Sales District	n/a	n/a	50	n/a	50	n/a	n/a
Stuttgart/Vaihingen	67,229,830	5,588,458	1,402,338	594,230	74,814,856	79,822,650	-6.3
Torrejon	25,944,748	2,152,705	406,470	755,601	29,259,524	36,608,400	-20.1
Tri-Border Sales District	n/a	n/a	20,508	9,408,303	9,428,811	n/a	n/a
Turkey Sales District Office	912,178	n/a	n/a	n/a	912,178	n/a	n/a
Upper Heyford	37,250,054	3,304,825	216,493	933,204	41,704,576	34,474,608	21.0
Vicenza	20,931,098	3,340,546	420,937	677,317	25,369,898	24,662,064	2.9
Warehouse Retail Sales to Non-AAFES Operations	20,183,629	n/a	n/a	n/a	20,183,629	n/a	n/a
Wiesbaden	67,272,019	5,070,271	1,712,470	695,273	74,750,033	49,751,344	50.2
Wuerzburg	64,064,735	9,567,288	1,554,789	885,267	76,072,079	48,499,520	56.9
Zaragoza	6,399,352	579,685	196,501	150,957	7,326,495	8,863,544	-17.3
Zweibreuken/Pirmasens	25,303,614	4,102,306	771,276	1,013,207	31,190,403	40,328,944	-22.7
Europe Totals	**1,706,406,992**	**200,462,639**	**32,158,709**	**45,466,115**	**1,986,495,455**	**1,783,901,526**	**11.4%**

The following Europe Region bases are FY90 bases that were represented in FY91 figures but not listed individually. Their Total FY90 sales are provided here for reference: Alamanu, 8,567,825; Amberg, GE, 2,144,236; Babenhausen, GE, 7,455,240; Bad Aibing, GE, 1,220,485; Bad Kissingen, GE, 4,226,004; Bad Nuheim, GE, 1,006,595; Bad Toelz, GE, 1,984,322; Berchtesgaden, GE, 1,077,420; Bindlach, GE, 2,443,109; Boebling, GE, 7,468,884; Buedingen, GE, 2,646,454; Bueren, GE, 659,664; Butzbach, GE, 2,089,385; Cak Makli, 121,680; Chievres, Belgium, 14,286,191; Coleman, GE, 6,141,277; Crailsheim, GE, 2,901,574; Croughton, U.K., 3,528,126; Dexheim, GE, 4,038,751; Diyarbak, Turkey, 954,800; Echterdi, 328,123; Erlensee, GE, 4,312,380; Eschborn, GE, 4,035,245; Ettingen, GE, 907,223; EUROSUPP, 17,131; Fairford, U.K., 3,488,639; Finthen, GE, 804,148; Fischbach, GE, 376,042; Flensburg, GE, 585,715; Florennes, Belgium, 173,909; Freidburg, GE, 10,782,963; Garmisch, GE, 4,368,016; Geinkra, GE, 219,575; Geinhausen, GE, 7,750,052; Germersheim, GE, 971,698; Ghedibr, Italy, 1,725,981; Giebelstadt, GE, 4,358,161; Gonsenheim, GE, 4,807,297; Herborne, GE, 236,155; Herzogen, GE, 1,499,304; Highway Combi, U.K., 985,317; Hohenfels, GE, 7,391,881; Illesheim, GE, 5,602,046; Katterbach, GE, 10,048,612; Kirchgoens, GE, 9,078,240; Kitzangen, GE, 23,246,336; Kruelsin, GE, 180,192; Landstuh, GE, 1,864,671; Lindsey, GE, 5,334,510; Ludwigsburg, GE, 5,596,020; Mainz, GE, 18,885,488; Miesau, GE, 1,462,386; Milden Hall, U.K., 11,382,352; Munchweigen, GE, 2,572,745; Nea Makri, Greece, 317,338; Necharsulm, GE, 574,372; Nellinge, 8,302,888; Neu Ulm, GE, 17,184,640; Neumbruecken, GE, 1,007,773; Oberstein, GE, 1,995,760; Oberurse, GE, 1,682,973; Oldendorf, GE, 2,995,648; Oslo, Norway, 1,851,509; Pirn, GE, 787,038; Regensburg, GE, 1,137,875; Rheinburg, GE, 1,239,725; Rimini, Italy, 563,392; Riyadth, 5,316,064; Sardinia, Italy, 3,655,450; Schwabach, GE, 1,717,670; Siegelbach, GE, 329,738; Sinop, Turkey, 1,968,375; Soegel, GE, 461,209; Upwood, U.K., 666,391; Vilseck, GE, 26,367,232; Wachernheim, GE, 1,082,684; Welford, U.K., 732,915; Wertheim, GE, 5,660,682; Wethersfield, U.K., 508,243; Wildflecken, GE, 14,852,805; Woodbridge, U.K., 1,321,503; Worms, GE, 3,991,930; Zimfort, GE, 3,627,513; Total, 342,272,900.

Numbers may not total due to rounding.

AAFES Pacific Region Exchange Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
Big Island	5,735,253	n/a	n/a	8,683	5,743,936	3,377,877	70.0
Camp Zama	17,396,246	3,268,910	59,465	314,815	21,039,436	18,807,856	11.9
Capital	66,292,782	15,522,038	287,775	2,391,856	84,494,451	n/a	n/a
Guam (formerly recapped under ER 79)	32,251,427	2,562,837	150,415	607,349	35,572,028	33,218,912	7.1
Central	44,948,811	10,659,362	444,356	2,312,059	58,364,588	n/a	n/a
Hickam	83,549,072	5,394,901	246,679	648,232	89,838,884	82,675,360	8.7
Misawa	31,114,379	6,320,783	418,731	953,770	38,807,663	34,560,464	12.3
Northern	90,431,651	13,009,509	340,974	2,380,593	106,162,727	n/a	n/a
Okinawa (75) Japan Sales District 2/92	150,210,477	34,442,032	1,687,093	6,683,215	193,022,817	15,882,968	n/a
Schofield	84,057,934	10,239,126	145,709	2,075,805	96,518,574	89,652,096	7.7
South Pacific (Sales District)	17,863,523	2,656,777	209,269	363,514	21,093,083	n/a	n/a
Southern	30,421,143	7,199,817	186,456	2,299,106	40,106,522	n/a	n/a
Thailand (Formerly recapped under ER 79)	1,904,871	112,022	0	1,275	2,018,168	2,694,143	-25.1
Yokota	39,179,497	8,143,399	233,083	1,338,365	48,894,344	47,601,872	2.7
Pacific Totals	619,987,112	101,672,334	3,779,193	17,767,472	743,206,111	328,471,548	126.3
Pacific Totals	**695,357,066**	**119,531,513**	**4,418,005**	**22,378,637**	**841,677,221**	**328,471,548**	**n/a**

The following Pacific Region bases are FY90 bases that were represented in FY91 figures but not listed individually. Their Total FY90 sales are provided here for reference: Albrook AB, Panama, 17,874,122; Amador, Panama, 1,453,354; Baguio, Philippines, 917,105; Bellows, HI, 1,078,787; Camp, Atkins, Korea, 380,179; Camp Ames, Korea, 681,880; Camp Butler, Okinawa, 53,597,424; Camp Carrol, Korea, 4,396,689; Camp Casey, Korea, 42,791,344; Camp Castle, Korea, 334,434; Camp Coiner, Korea, 1,931,039; Camp Colbern, Korea, 521,012; Camp Courtney, Korea, 5,949,719; Camp Edward, Korea, 1,593,944; Camp Essayo, Korea, 1,814,520; Camp Fuji, Japan, 267,182; Camp Garryo, Korea, 940,169; Camp Greaves, Korea, 3,840,999; Camp Hansen, Korea, 11,620,473; Camp Henry, Korea, 6,671,348; Camp Hovey, Korea, 4,170,666; Camp Howze, Korea, 7,426,682; Camp Humphrey, Korea, 15,777,842; Camp Kinser, Okinawa, 9,210,747; Camp Kyle, Korea, 448,888; Camp Laguar, Korea, 536,645; Camp Lester, Okinawa, 8,994,291; Camp Long, Korea, 2,888,069; Camp Market, Korea, 1,018,888; Camp Mercer, Korea, 1,412,739; Camp Page, Korea, 1,313,509; Camp Pelham, Korea, 1,942,397; Camp Red Cloud, Korea, 15,794,654; Camp Schwab, Okinawa, 5,623,648; Camp Shield, 1,048,714; Camp Stanley, Korea, 9,874,518; Camp Walker, Korea, 10,971,762; Clark AB, Philippines, 53,174,672; Clayton, Panama, 11,957,035; Clear AFB, AK, 701,192; Concoli, Panama, 294,902; Corozal AB, Panama, 26,818,944; Curnudu, Panama, 3,764,565; Eielson AFB, AK, 18,429,472; Elmendorf AFB, AK, 53,863,440; First Brigade, Korea, 250,778; Ft. Davis, Panama, 6,016,016; Ft. Greely, AK, 3,215,800; Ft. Richardson, AK, 18,982,976; Ft. Shafter, HI, 13,221,552; Ft. Sherman, Panama, 796,818; Ft. Wainwright, AK, 32,766,592; Futenma, Okinawa, 4,360,685; Galena AP, AK, 789,502; Halekoa, 6,274,968; Howard AB, Panama, 12,942,923; HQ Over, 150,052; Johnston Island, 2,582,999; K2, Korea, 3,465,150; Kadena, Korea, 74,829,888; King Salmon AP, AK, 740,849; Kobbe, 965,599; Korea Center, Korea, 832,688; Korea Soe, Korea, 439,155; Korea Th, Korea, 3,312,044; Kunsan AB, Korea, 12,824,496; Kwanju, Korea, 851,658; Maui, HI, 709,238; Osan, Korea, 39,554,032; Puerto Rico, 55,344,496; Pusan, Korea, 7,196,376; Quarry, Panama, 458,211; RC4, Korea, 1,632,069; Sagamiha, 599,907; Samoa, 2,350,770; Suwon, Korea, 2,048,770; Tori Station, Okinawa, 1,471,323; Tripler, HI, 1,559,846; Wallace, Philippines, 73,584; Wheeler, HI, 3,567,188; Yokosuka, 440,504; Yongsan, Korea, 84,851,792; Total, 828,585,898.

AAFES Total Exchange Sales (Thousand $)

Market	Retail Sales	Food Sales	Service Sales	Vending Sales	FY91 Total	FY90 Total	% Change 91vs90
CONUS	3,547,876,508	254,242,509	12,278,050	68,684,317	3,883,081,384	4,275,932,147	-9.2
Overseas	2,403,764,058	319,994,152	35,308,090	58,622,422	2,828,172,676	2,493,099,931	13.4%
Worldwide	**5,951,640,566**	**574,236,661**	**47,586,140**	**127,306,738**	**6,711,254,060**	**6,769,032,078**	**-0.9%**

Numbers may not total due to rounding.

AAFES Central Region Gas & Liquor Sales (Thousand $)

Base	FY91 Gasoline Sales	FY91 Liquor Sales
Altus AFB	771,577	748,695
Barksdale AFB	4,298,804	2,619,255
Bergstrom AFB	1,348,331	2,525,936
Brooks AFB	648,655	289,847
Cannon AFB	1,399,831	922,043
Carswell AFB	3,871,985	3,209,471
Dyess AFB	963,865	1,106,265
Eaker AFB	1,082,210	1,054,499
Ellsworth AFB	1,674,584	963,631
England AFB	1,311,883	954,376
Fort McCoy Exchange	395,101	448,027
Ft. Bliss Exchange	3,567,128	6,046,530
Ft. Chaffee Exchange	n/a	534,852
Ft. Hood Exchange	9,449,479	10,581,190
Ft. Leavenworth	1,589,085	1,448,086
Ft. Leonard Wood Exchange	3,246,693	2,178,853
Ft. Polk Exchange	5,437,488	3,762,936
Ft. Riley	3,135,702	3,186,230
Ft. Sam Houston Exchange	2,769,114	3,376,299
Ft. Sill Exchange	4,475,626	3,275,338
Goodfellow AFB	637,620	902,011
Grand Forks AFB	1,643,556	1,138,543
Holloman AFB	1,095,605	1,222,340
Kelly AFB (Dsact 2/91)	n/a	9,040
Kirkland AFB	1,863,367	2,068,349
Lackland AFB	3,082,657	2,921,638
Laughlin AFB	768,922	458,943
Little Rock AFB	1,025,399	3,070,055
McConnel AFB	989,780	1,237,248
Minot AFB	1,635,332	828,446
Offutt AFB	3,334,820	1,977,106
Randolph AFB	2,320,103	2,541,841
Reese AFB	458,549	901,365
Scott AFB	3,312,414	2,031,705
Sheppard AFB	1,957,796	1,781,526
Tinker AFB	3,815,155	3,213,303
Twin Cities	335,105	119,467
Vance AFB	488,946	354,924
White Sands Missile Range	1,112,884	474,352
Whiteman AFB	n/a	521,655
Central Totals	**81,315,151**	**77,006,216**

AAFES Eastern Region Gas & Liquor Sales (Thousand $)

Base	FY91 Gasoline Sales	FY91 Liquor Sales
Aberdeen Proving Grounds	1,733,412	1,594,337
Andrews AFB	2,374,397	1,985,405
Boling AFB	3,304,553	1,326,915
Cameron Station (Sales District)	1,598,806	5,746,051
Carlisle Barracks	1,908,971	3,453,498
Chanute AFB	1,638,725	694,621
Charles E. Kelly	0	1,707,678
Dover AFB	1,740,909	1,233,315
Ft. Belvoir	3,798,422	7,322,505
Ft. Benjamin Harrison	1,453,505	1,084,217
Ft. Campbell	7,336,397	7,481,869
Ft. Devens (CONS w/ Hanscom 1675 5/92)	513,504	1,831,883
Ft. Dix/McGuire (Sales District)	5,046,466	4,773,599
Ft. Drum	5,326,487	3,007,165
Ft. Eustis	2,399,325	3,742,947
Ft. Knox	4,747,986	4,999,134
Ft. Lee	3,030,972	3,848,046
Ft. Meade	507,803	2,401,856
Ft. Monmouth/Hamilton	2,254,761	3,795,451
Ft. Myer	2,761,100	1,097,310
Ft. Sheridan	656,972	97,028
Griffiss AFB	2,419,874	2,085,931
Grisson AFB	1,251,621	419,803
Hanscom AFB (CONS w/Ft. Devens 5/92)	1,100,594	2,091,859
K.I. Sawyer AFB	1,566,498	721,351
Langley AFB	3,466,688	5,029,589
Loring AFB	807,015	1,080,860
Pease AFB (Closing)	n/a	n/a
Plattsburg AFB	1,098,325	788,759
Selfridge ANG	1,658,410	1,350,208
Sonderstrom AB (Form. So. Opns. 4/92)	n/a	165,726
Thule AB (Formerly So. Operations 4/92)	n/a	477,786
U.S. Military Academy	1,835,410	1,659,510
Walter Reed AMC	607,243	345,811
Westover AFB	746,908	793,430
Wright-Patterson AFB (Sales District)	2,109,395	4,649,140
Wurtsmith AFB	1,412,219	763,563
Eastern Totals	**74,213,673**	**85,648,156**

Numbers may not total due to rounding.

AAFES FY91 Southern Region Gas & Liquor Sales (Thousand $)

Base	FY91 Gasoline Sales	FY91 Liquor Sales
Atlantic (Panama)	665,320	618,254
Azores (Lajes Field)	583,876	701,261
Buchanan (Puerto Rico)	1,848,089	9,086,517
Charleston AFB	1,602,301	2,237,324
Columbus AFB	767,525	766,408
Eglin AFB	7,399,384	6,638,629
Ft Benning	5,101,177	6,728,344
Ft. Bragg	10,520,048	12,297,461
Ft. Gordon	2,484,175	4,281,733
Ft. Jackson	1,849,139	4,867,235
Ft. McClellan	1,459,459	3,706,376
Ft. McPherson	1,033,825	6,605,799
Ft. Rucker	2,114,162	3,673,242
Ft. Stewart	3,882,059	4,964,908
Homestead AFB	2,617,396	2,674,206
Honduras	n/a	268,701
Hunter Army Air Field	n/a	2,729,583
Keesler AFB	3,565,138	3,254,551
Mac Dill AFB	1,963,221	5,945,974
Maxwell AFB	3,600,951	6,125,351
Moody AFB	1,368,800	1,197,395
Myrtle Beach AFB	1,486,825	2,118,780
Pacific (Panama)	5,739,352	3,891,886
Panama	n/a	n/a
Patrick AFB	1,650,591	4,895,173
Redstone Arsenal	2,028,992	5,277,361
Robins AFB	2,023,063	3,131,233
Seymore-Johnson AFB	1,082,041	1,687,240
Shaw AFB	1,987,138	2,233,714
Tyndall AFB	1,520,700	2,246,376
Southern Totals	**71,944,747**	**114,851,015**

AAFES Western Region Gas & Liquor Sales (Thousand $)

Base	FY91 Gasoline Sales	FY91 Liquor Sales
Beale AFB	2,621,483	880,066
Castle AFB	2,159,835	956,520
Davis-Monthan AFB	1,479,502	1,863,540
Denver	3,782,943	3,541,450
Edwards AFB	3,651,463	1,342,874
F.E. Warren AFB	1,227,079	533,339
Fairchild AFB	1,623,579	1,454,037
Ft. Carson	4,290,587	3,461,221
Ft. Huachuca	1,229,558	1,505,062
Ft. Hunter Liggett	282,027	133,232
Ft. Irwin	2,187,841	1,231,292
Ft. Lewis/McChord AFB	9,853,066	9,420,723
Ft. Ord	9,519,990	3,925,408
George AFB	2,035,906	995,478
Los Angeles Consolidated	1,416,723	847,672
Luke AFB	980,492	1,908,687
Malmstrom AFB	806,789	615,190
Mather AFB	1,891,946	1,436,114
McClellan AFB	2,948,797	1,140,301
Mountain Home AFB	750,664	733,968
Nellis AFB	2,316,097	1,571,773
Northern Alaska	4,191,894	2,674,089
Norton/March AFB	8,520,091	3,126,811
Peterson AFB	2,084,405	1,635,429
Presidio of San Francisco	2,659,222	1,481,265
Shemya AFB	n/a	149,114
Southern Alaska	4,177,201	3,273,606
Travis AFB	6,782,442	1,932,688
USAF Academy-W-USAFA-EOA	2,193,139	952,806
Utah	2,538,290	3,595,258
Vandenberg AFB	2,686,495	1,268,746
Williams AFB	768,479	738,191
Yuma Proving Ground	288,405	75,019
Western Totals	**93,945,630**	**60,400,969**

Numbers may not total due to rounding.

AAFES Europe Region Gas & Liquor Sales (Thousand $)

Base	FY91 Gasoline Sales	FY91 Liquor Sales
AAFES-Europe HQ-Misc. Activ.	n/a	0
Adana	585,757	1,173,104
Alconbury Consolidated	2,044,063	1,293,853
Ankara	60,309	585,677
Ansbach	554,126	887,524
Aschaffenburg Ex. (Cons. under 7216 5/92)	776,402	864,872
Athens (Deleted FM 7/91)	90,033	95,508
Augsburg/Neu Ulm	2,791,961	1,098,037
Aviano	n/a	845,908
Bad Kreuznach	1,156,605	928,915
Bamberg	1,446,133	1,272,245
Baumholder	2,531,606	1,849,138
Belgium	n/a	306,322
Bentwaters Consolidated	2,295,604	1,336,851
Berlin	1,318,367	1,989,992
Bitburg/Spangdahlem	5,741,366	2,520,953
Bremerhaven	1,108,594	744,827
Brindisi	n/a	505,522
Chicksands	560,082	466,025
Comiso Installation	n/a	71,095
Crete	218,979	270,420
Darmstadt (Cons. w/ 7218 Wiesbaden 5/91)	1,755,849	1,669,906
European Basin Sales District	n/a	-73,435
European Industrial Activity	n/a	n/a
Feltwell	n/a	n/a
Frankfurt	5,029,540	2,809,049
Fuerth/Erlangen	4,917,173	3,558,389
Fulda/Bad Hersfeld	2,353,315	1,685,019
Garlstedt	1,509,015	1,281,587
Germany Support Activities	n/a	n/a
Giessen Echange	3,439,011	2,600,818
Grafenwoehr	3,042,937	2,606,854
Greenham Common Cons.	n/a	n/a
Hahn	1,604,753	1,033,464
Hanau (Cons. Aschaffenburg 7277 5/92)	3,852,231	3,279,854
Heidelberg/Karlsruhe	872	2,558,213
Heilbronn	1,181,643	882,002
Italy Sales District Office	n/a	-284
Izmir	n/a	399,631
Kaiserslautern Sales District	n/a	n/a
Kaiserslauthern/Semback	6,980,658	3,015,610
Karlsruge	1,507	1,219,366
Lakenheath Consolidated	5,054,575	3,129,044
Livorno	n/a	305,649
Mannhein	3,976,701	2,928,994
Menwith Hill	537,689	366,252
Moehringen/Goeppingen (Cons. Stuttgart)	823,358	621,916
Munich	1,317,725	1,418,515
Nuernberg Sales District	n/a	n/a
Rasmstein	4,580,762	3,065,402
Rhein-Main	3,568,144	2,400,535
Saudi Arabia (Formerly Riyadh 2/92 CON 7915)	n/a	-6
Saudi Arabia (Formerly Dhahran 7914)	n/a	-2,306
Schweinfurt	1,934,159	1,982,784
Soesterbert/Schinnen	51	1,123,500
Stuttgart (Sales District)	n/a	n/a
Stuttgart/Vaihingen	910,539	2,739,414
Torrejon	2,437,355	1,332,136
Tri-Border (Sales District)	n/a	n/a
Turkey (Sales District)	n/a	n/a
Upper Heyford	4,126,652	2,691,740
Vicenza	2	992,008
Wrhse. Ret. Sls. to Non-AAFES Op.	n/a	n/a
Wiesbaden	4,217,993	3,727,398
Wuerzburg	4,860,592	3,336,861
Zaragoza	488,066	325,460
Zweibreuken/Pirmasens	3,101,972	1,445,157
Europe Totals	**100,884,826**	**81,563,284**

AAFES Pacific Region Gas & Liquor Sales (Thousand $)

Base	FY91 Gasoline Sales	FY91 Liquor Sales
Big Island	13,158	236,942
Camp Zama	745,841	1,412,746
Capital	2,477,816	8,156,213
Central (Aligned with So. 6305 2/92)	1,168,965	5,702,011
Guam (formerly recapped under ER 79)	679,508	1,121,261
Hickam	6,489,533	3,433,126
Misawa	1,903,589	1,303,734
Northern	389,341	7,124,735
Okinawa (Japan Sales District 2/92)	11,283,443	5,051,284
Schofield	13,958,179	5,609,788
South Pacific Sales District	1,948,837	624,189
Southern	733,964	3,670,762
Thailand (Formerly recapped under ER 79)	n/a	n/a
Yokota	2,344,121	1,966,250
Pacific Totals	**44,136,295**	**45,413,041**

AAFES Total Gas & Liquor Sales (Thousand $)

Market	FY91 Gasoline Sales	FY91 Liquor Sales
CONUS	321,480,310	337,906,356
Overseas	144,960,812	126,976,325
Worldwide	**466,441,122**	**464,882,681**

Numbers may not total due to rounding.

AAFES Central Region Theater Sales (Thousand $)

Base	Refreshment Sales	Ticket Sales	FY91 Total
Altus AFB	22,149	28,142	50,291
Barksdale AFB	20,705	28,557	49,262
Bergstrom AFB	20,312	20,030	40,342
Brooks AFB	n/a	n/a	n/a
Cannon AFB	35,694	41,648	77,342
Carswell AFB	20,263	23,398	43,661
Dyess AFB	21,892	27,552	49,444
Eaker AFB	21,587	27,660	49,247
Ellsworth AFB	66,920	76,225	143,145
England AFB	8,341	13,891	22,232
Fort McCoy Exchange	12,841	19,567	32,408
Ft. Bliss Exchange	66,214	69,304	135,518
Ft. Chaffee Exchange	n/a	13,920	13,920
Ft. Hood Exchange	159,782	215,475	375,257
Ft. Leavenworth	50,052	69,015	119,067
Ft. Leonard Wood Exchange	159,445	185,655	345,100
Ft. Polk Exchange	107,173	123,642	230,815
Ft. Riley	58,313	85,151	143,464
Ft. Sam Houston Exchange	63,381	66,539	129,920
Ft. Sill Exchange	97,380	104,533	201,913
Goodfellow AFB	25,861	35,487	61,348
Grand Forks AFB	42,658	44,751	87,409
Holloman AFB	32,010	39,125	71,135
Kelly AFB (Direct 2/91)	n/a	n/a	n/a
Kirkland AFB	48,400	57,412	105,812
Lackland AFB	54,899	57,093	111,992
Laughlin AFB	16,694	20,166	36,860
Little Rock AFB	26,396	31,435	57,831
McConnel AFB	14,703	13,430	28,133
Minot AFB	32,054	55,263	87,317
Offutt AFB	17,384	25,587	42,971
Randolph AFB	25,779	34,376	60,155
Reese AFB	6,477	7,686	14,163
Scott AFB	49,356	56,107	105,463
Sheppard AFB	67,678	83,866	151,544
Tinker AFB	n/a	33,455	33,455
Twin Cities	n/a	n/a	n/a
Vance AFB	n/a	n/a	n/a
White Sands Missile Range	16,648	19,157	35,805
Whiteman AFB	21,518	28,426	49,944
Central Totals	**1,510,959**	**1,882,726**	**3,393,685**

AAFES Eastern Region Theater Sales (Thousand $)

Base	Refreshment Sales	Ticket Sales	FY91 Total
Aberdeen Proving Grounds	n/a	40,837	40,837
Andrews AFB	66,337	108,164	174,501
Bolling AFB	30,850	37,995	68,845
Cameron Station (Sales District Office)	n/a	n/a	n/a
Carlisle Barracks	312	16,422	16,734
Chanute AFB	57,960	75,928	133,888
Charles E. Kelly	n/a	n/a	n/a
Dover AFB	36,973	98,959	135,932
Ft. Belvoir	41,934	64,340	106,274
Ft. Benjamin Harrison	50,570	63,890	114,460
Ft. Campbell	44,920	58,221	103,141
Ft. Devens (CDMS with Hanscom 10/5 5/92)	n/a	128,971	128,971
Ft. Dix/McGuire (Sales District)	45,685	104,455	150,140
Ft. Drum	n/a	98,720	98,720
Ft. Eustis	44,626	70,605	115,231
Ft. Knox	107,080	114,038	221,118
Ft. Lee	21,214	55,435	76,649
Ft. Meade	53,921	89,751	143,672
Ft. Monmouth/Hamilton	2,491	82,956	85,447
Ft. Myer	476	28,132	28,608
Ft. Sheridan	n/a	n/a	n/a
Griffiss AFB	n/a	61,354	61,354
Grisson AFB	17,911	17,021	34,932
Hanscom AFB (CDMS with Ft. Devens 5/92)	18,557	40,301	58,858
K.I. Sawyer AFB	39,153	45,097	84,250
Langley AFB	46,565	49,693	96,258
Loring AFB	10,686	80,913	91,599
Pease AFB (Closing)	n/a	n/a	n/a
Plattsburg AFB	n/a	26,894	26,894
Selfridge ANG	16,932	15,777	32,709
Sonderstrom AB (Formerly Southern Operations 4/92)	n/a	n/a	n/a
Thule AB (Formerly Southern Operations 4/92)	n/a	n/a	n/a
U.S. Military Academy	n/a	76,757	76,757
Walter Reed AMC	n/a	n/a	n/a
Westover AFB	n/a	n/a	n/a
Wright-Patterson AFB (Sales District)	46,740	57,829	104,569
Wurtsmith AFB	39,490	47,815	87,305
Eastern Totals	**841,383**	**1,857,270**	**2,698,653**

Numbers may not total due to rounding

AAFES Southern Region Theater Sales (Thousand $)

Base	Refreshment Sales	Ticket Sales	FY91 Total
Atlantic (Panama)	40,892	90,270	131,162
Azores (Lajes Field)	26,758	105,580	132,338
Buchanan Exchange (Puerto Rico)	0	0	0
Charleston AFB	14,460	28,126	42,586
Columbus AFB	7,708	19,271	26,979
Eglin AFB	33,810	65,055	98,865
Ft Benning Exchange	115,494	155,146	270,640
Ft. Bragg Exchange	44,365	80,000	124,365
Ft. Gordon Exchange	49,664	105,776	155,440
Ft. Jackson Exchange	57,900	83,908	141,808
Ft. McClellan Exchange	30,356	45,598	75,954
Ft. McPherson	0	0	0
Ft. Rucker Exchange	55,719	92,718	148,437
Ft. Stewart Exchange	96,557	168,667	265,224
Homestead AFB	0	66,365	66,365
Honduras	0	0	0
Hunter Army Air Field	7,559	13,712	21,271
Keesler AFB	66,868	147,871	214,739
Mac Dill AFB	1,612	22,030	23,642
Maxwell AFB	17,668	31,548	49,216
Moody AFB	15,011	17,564	32,575
Myrtle Beach AFB	11,901	19,376	31,277
Pacific (Panama)	201,658	285,805	487,463
Panama Exchange	0	0	0
Patrick AFB	17,953	32,631	50,584
Redstone Arsenal	25,451	29,180	54,631
Robins AFB	24,900	32,190	57,090
Seymore-Johnson AFB	37,399	49,423	86,822
Shaw AFB	17,056	27,811	44,867
Tyndall AFB	31,986	59,286	91,272
Southern Totals	**1,050,705**	**1,874,907**	**2,925,612**

AAFES Western Region Theater Sales (Thousand $)

Base	Refreshment Sales	Ticket Sales	FY91 Total
Beale AFB	27,702	38,964	66,666
Castle AFB	44,625	63,453	108,078
Davis-Monthan AFB	n/a	54,762	54,762
Denver Exchange	56,875	70,206	127,081
Edwards AFB	n/a	86,754	86,754
F.E. Warren AFB	26,498	30,222	56,720
Fairchild AFB	8,862	37,733	46,595
Ft. Carson	49,562	59,905	109,467
Ft. Huachuca	8,047	96,478	104,525
Ft. Hunter Liggett	11,145	19,809	30,954
Ft. Irwin	36,350	118,936	155,286
Ft. Lewis/McChord AFB	114,284	140,595	254,879
Ft. Ord	n/a	276,164	276,164
George AFB	n/a	46,402	46,402
Los Angeles Consolidated Exchange	n/a	n/a	n/a
Luke AFB	29,111	35,436	64,547
Malmstrom AFB	31,208	29,995	61,203
Mather AFB	31,129	50,558	81,687
McClellan AFB	29,496	46,184	75,680
Mountain Home AFB	36,551	43,300	79,851
Nellis AFB	34,728	72,469	107,197
Northern Alaska Exchange	121,543	143,175	264,718
Norton/March AFB	23,659	85,189	108,848
Peterson AFB	n/a	n/a	n/a
Presidio of San Francisco	21,778	39,005	60,783
Shemya AFB Exchange	n/a	n/a	n/a
Southern Alaska Exchange	95,066	97,290	192,356
Travis AFB	18,493	139,929	158,422
USAF Academy - W-USAFA-EOA	n/a	n/a	n/a
Utah Exchange	34,235	41,261	75,496
Vandenberg AFB	42,722	78,821	121,543
Williams AFB	25,110	26,905	52,015
Yuma Proving Ground	n/a	n/a	n/a
Western Totals	**958,779**	**2,069,900**	**3,028,679**

Numbers may not total due to rounding.

AAFES Europe Region Theater Sales (Thousand $)

Base	Refreshment Sales	Ticket Sales	FY91 Total
Adana	57,911	166,384	224,295
Alconbury Consolidated	35,410	69,029	104,439
Ankara Exchange	14,828	16,938	31,766
Ansbach Exchange	71,080	139,309	210,389
Aschaffenburg Exch. (Consolidated under 7215 5/92)	66,098	90,137	156,235
Athens Exchange (Deleted FM 7/91)	109		109
Augsburg/Neu Ulm Exchange	121,552	209,482	331,034
Aviano Exchange	45,368	100,253	145,621
Bad Kreuznach Exchange	29,796	77,430	107,226
Bamberg Exchange	72,232	137,474	209,706
Baumholder	106,421	164,153	270,574
Belgium Exchange	n/a	74,891	74,891
Bentwaters Consolidated	37,673	112,039	149,712
Berlin Exchange	50,296	190,399	240,695
Bitburg/Spangdahlem Exchange	169,396	287,124	456,520
Bremerhaven	53,407	82,180	135,587
Brindisi Exchange	35,295	70,731	106,026
Chicksands Exchange	8,093	27,773	35,866
Comiso Installation Exchange	n/a	13,887	13,887
Crete Exchange	9,509	36,711	46,220
Darmstadt (Consolidated with 7214 Wiesbaden 5/91)	93,035	142,079	235,114
European Basin Sales District	n/a	n/a	n/a
European Industrial Activity (EIA)	n/a	n/a	n/a
Feltwell Exchange	n/a	n/a	n/a
Frankfurt	98,239	284,929	383,168
Fuerth/Erlangen Exchange	145,914	275,518	421,432
Fulda/Bad Hersfeld Exchange	111,268	213,615	324,883
Garlstedt	43,788	67,723	111,511
Germany Support Activities	n/a	n/a	n/a
Giessen Echange	143,758	224,482	368,240
Grafenwoehr Exchange	247,577	506,611	754,188
Greenham Common Consolidated	n/a	n/a	n/a
Hahn Exchange	79,951	183,678	263,629
Hanau Exch. (Consolidated Aschaffenburg 7277 5/93)	153,219	239,572	392,791
Heidelberg/Karlsruge Exchange	109,237	222,155	331,392
Heilbronn Exchange	45,047	105,534	150,581
Italy Sales District Office	n/a	n/a	n/a
Izmir Exchange	4,494	8,181	12,675
Kaiserslautern Sales District	n/a	n/a	n/a
Kaiserslauthern/Semback Exchange	273,876	420,793	694,669
Lakenheath Consolidated	78,936	221,456	300,392
Livorno Exchange	12,987	41,222	54,209
Mannhein Exchange	155,336	280,763	436,099
Menwith Hill Exchange	n/a	n/a	n/a
Moehringen/GoeppingenEx. (Cons. Stuttgart)	31,538	76,232	107,770
Munich Exchange	47,072	198,305	245,377
Nuernberg Sales District	n/a	n/a	n/a
Rasmstein Exchange	175,260	316,861	492,121
Rhein-Main Exchange	122,097	235,832	357,929
Saudi Arabia (Formerly Riyadh Exchange 2/92 CON 7815)	n/a	n/a	n/a
Saudi Arabia (Formerly Dhahran Exchange 7814)	n/a	n/a	n/a
Schweinfurt Exchange	63,020	133,106	196,126
Soesterbert / Schinnen Exchange	18,564	46,494	65,058
Stuttgart Sales District	n/a	n/a	n/a
Stuttgart/Vaihingen Exchange	177,893	309,413	487,306
Torrejon Exchange	60,686	148,706	209,392
Tri-Border Sales District	n/a	n/a	n/a
Turkey Sales District Office	n/a	n/a	n/a
Upper Heyford Exchange	34,795	96,285	131,080
Vicenza Exchange	72,911	172,510	245,421
Wrhse. Retail Sls. to Non-AAFES Opertns.	n/a	n/a	n/a
Wiesbaden Exchange	186,481	335,694	522,175
Wuerzburg Exchange	187,597	355,464	543,061
Zaragoza Exchange	10,937	51,593	62,530
Zweibreuken/Pirmasens Exchange	70,908	139,867	210,775
Europe Totals	**4,040,895**	**8,231,316**	**12,272,211**

Numbers may not total due to rounding

AAFES Pacific Region Theater Sales (Thousand $)

Base	Refreshment Sales	Ticket Sales	FY91 Total
Big Island Exchange	n/a	n/a	n/a
Camp Zama Exchange	11,803	47,662	59,465
Capital Exchange	65,878	205,985	271,863
Central Exchange (Aligned with Southern 6/30/92)	109,961	334,395	444,356
Guam (formerly excepted under ER 70)	45,420	97,108	142,528
Hickam Exchange	52,268	90,828	143,096
Misawa Exchange	69,158	180,090	249,248
Northern Exchange	81,385	259,589	340,974
Okinawa Exchange (75) Japan Sales District 2/92	499,045	1,188,048	1,687,093
Schofield Exchange	48,955	82,453	131,408
South Pacific Sales District	31,352	89,455	120,807
Southern Exchange	41,911	125,987	167,898
Thailand (formerly excepted under ER 70)	n/a	n/a	n/a
Yokota Exchange	63,211	169,872	233,083
Pacific Totals	**1,120,347**	**2,871,472**	**3,991,819**

AAFES Theatre Sale Totals (Thousand $)

Market	Refreshment Sales	Ticket Sales	FY91 Total
CONUS	4,361,826	7,684,803	12,046,629
Overseas	5,161,242	11,102,788	16,264,030
Worldwide	**9,523,068**	**18,787,591**	**28,310,659**

Numbers may not total due to rounding

Coast Guard Exchange System (CGES)
(FY91)

Coast Guard Cutters

Store	Retail	Package Stores	Services* & Others	FY91 Sales	FY90 Sales	FY89 Sales	% Change 91vs90
Coast Guard Cutters	223,884	0	61,743	285,627	272,155	333,511	5.0

CONUS

AL	Mobile (Base), AL	1,769,728	587,655	492,734	2,850,117	2,480,256	2,223,089	14.9
	Mobile (ATC), AL	1,529,579	499,299	5,547,081	7,575,959	6,906,494	6,953,682	9.7
CA	Alameda, CA	1,282,622	40,972	432,516	1,756,110	1,755,964	1,435,497	0.0
	Humboldt Bay, CA	215,925	5,232	0	221,157	205,610	299,304	7.6
	Petaluma, CA	1,155,278	62,831	642,961	1,861,071	1,510,251	1,288,122	23.2
	San Pedro, CA	429,364	11,426	65,437	501,418	363,224	288,128	38.0
CT	Coast Guard Academy, CT	4,787,220	451,769	892,674	6,131,663	6,065,587	5,958,629	1.1
	Long Island Sound, CT	1,089,424	0	0	1,089,424	926,656	770,324	17.6
FL	Clearwater, FL	2,067,984	498,485	49,326	2,615,795	2,218,451	1,631,602	17.9
	Mayport, FL	1,181,446	175,765	6,387	1,363,597	1,335,763	1,166,128	2.1
	Miami, FL	5,524,784	1,960,502	1,294,003	8,779,290	8,078,692	7,894,433	8.7
	St. Petersburg, FL	3,018,663	2,585,105	2,684,993	8,288,762	7,352,909	6,794,680	12.7
LA	New Orleans, LA	406,570	7,910	63,418	477,898	438,075	490,287	9.1
MA	Boston, MA	1,596,886	138,958	224,727	1,960,571	1,971,317	1,816,670	-0.5
	Cape Cod, MA	5,689,763	711,414	6,745,176	13,146,353	12,497,043	11,851,592	5.2
MD	Coast Guard Yard, MD	329,631	38,600	131,121	499,352	559,347	419,613	-10.7
ME	South Portland, ME	3,094,542	604,349	120,382	3,819,273	3,383,847	3,143,272	12.9
MO	St. Louis, MO	418,306	0	46,193	464,499	483,929	494,411	-4.0
NC	Elizabeth City, NC	2,815,957	313,271	294,365	3,423,592	3,348,537	2,770,079	2.2
NJ	Cape May, NJ	4,305,634	139,482	558,527	5,003,643	4,208,523	3,763,480	18.9
NY	Brooklyn, NY	5,234,694	1,613,340	59,985	6,908,019	6,321,496	5,425,087	9.3
	New York, NY	4,348,104	2,599,715	811,745	7,759,564	7,411,899	7,086,942	4.7
OH	North Coast Reg, OH	5,116,560	2,656,369	2,925,501	10,698,430	8,227,878	7,491,404	n/a
OR	Astoria, OR	2,352,959	0	260,216	2,613,175	2,420,955	2,208,365	7.9
	North Bend, OR	757,187	97,031	177,344	1,031,561	1,018,102	979,724	1.3
PA	Philadelphia, PA	972,620	0	0	972,620	680,732	413,021	42.9
SC	Fort Macon, SC	51,297	0	24,205	75,502	74,086	91,944	1.9
	Charleston, SC	1,209,318	902,228	49,293	2,160,839	1,799,985	1,344,830	20.0
TX	Galveston, TX *	781,649	17,628	36,691	835,968	703,107	569,323	18.9
VA	Portsmouth, VA	970,067	170,349	181,751	1,322,167	1,390,277	1,337,282	-4.9
	Yorktown, VA	1,874,382	269,866	808,231	2,952,479	3,096,965	2,464,754	-4.7
WA	Port Angeles, WA	874,163	304,775	136,643	1,315,581	1,263,199	1,097,902	4.1
	Seattle, WA	1,733,486	709,587	45,234	2,488,307	2,277,296	2,167,471	9.3
CONUS Totals		**68,985,792**	**18,173,912**	**25,808,861**	**112,963,756**	**102,776,452 ****	**94,131,071 ****	**9.9%**

* Services & Other activities include gas stations, clubs, and miscellaneous sales.
** Includes sales totals from locations that have become branches.

Numbers may not total due to rounding.

Coast Guard Overseas

Alaska	Total Retail	Total Package Stores	Total Services* & Others	Total Sales FY91	Total Sales FY90	Total Sales FY89	% Change 91vs90
Ketchikan, AK	642,402	70,565	50,650	763,616	700,594	702,862	9.0
Kodiak, AK	6,025,892	147,310	1,733,418	7,906,620	7,633,307	7,597,836	3.6
Sitka, AK	353,045	35,906	59,683	448,635	414,525	419,221	8.2
Alaska Totals	**7,021,339**	**253,780**	**1,843,751**	**9,118,870**	**8,748,426**	**8,719,919**	**4.2%**
Hawaii							
Barbers Point, HI	0	0	173,208	173,208	177,323	178,638	-2.3
Honolulu, HI	4,076,000	1,877,962	1,860,920	7,814,883	8,312,238	7,374,201	-6.0
Hawaii Totals	**4,076,000**	**1,877,962**	**2,034,128**	**7,988,091**	**8,489,561**	**7,552,839**	**-5.9%**
Italy							
Lampedusa	20,522	0	6,252	26,774	30,071	26,674	-11.0
Sellia Marina*	18,985	0		18,985	33,027	38,973	-42.5
Italy Totals	**39,507**	**0**	**6,252**	**45,759**	**63,098**	**65,647**	**-27.5%**
Puerto Rico							
Borinquen	2,836,489	1,859,284	2,358,158	7,053,930	6,260,462	5,892,917	12.7
San Juan	2,062,234	940,718	0	3,002,952	3,009,612	3,096,343	-0.2
Puerto Rico Totals	**4,898,722**	**2,800,002**	**2,358,158**	**10,056,882**	**9,270,074**	**8,989,260**	**8.5%**
Spain							
Estartit	55,812	0	0	55,812	32,429	31,272	72.1
Turkey							
Kargaburun*	6,985	0	0	6,985	14,725	10,283	-52.6
Overseas Totals	**16,098,366**	**4,931,744**	**6,242,288**	**27,272,399**	**26,618,313**	**25,369,220**	**2.5%**

* Activities closed July 1991.

Coast Guard Totals

Market	Total Retail	Total Package Stores	Total Services* & Others	Total Sales FY91	Total Sales FY90	Total Sales FY89	% Change 91vs90
CONUS	68,985,792	18,173,912	25,808,861	112,968,565	102,776,452	94,131,071	9.9%
Overseas	16,098,366	4,931,744	6,242,288	27,272,399	26,618,313	25,369,220	2.5
Coast Guard Cutters	223,884	0	61,743	285,627	272,155	333,511	5.0
Worldwide	**85,308,042**	**23,105,657**	**32,112,892**	**140,526,592**	**129,666,920**	**119,833,802**	**8.4%**

* Activities closed July 1991.

Numbers may not total due to rounding.

Marine Corps Exchange Sales
(FY91)

CONUS

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY91 Total	FY90 Total	% Change 91vs90
Albany, GA	5,456,418	n/a	5,456,418	154,312	604,346	758,658	6,215,077	5,903,747	5.27
Barstow, CA	1,983,824	n/a	1,983,824	63,942	255,528	319,470	2,303,294	2,357,259	-2.29
Beaufort, SC	5,101,642	n/a	5,101,642	32,534	912,444	944,978	6,046,620	5,693,937	6.19
Cherry Point, NC	17,854,985	3,151,413	21,006,398	2,812,101	1,566,811	4,378,912	25,385,310	5,402,641	369.87
El Toro, CA	36,786,057	3,438	36,789,495	2,913,839	1,028,212	3,942,051	40,731,545	69,884,705	-41.72
Camp Elmore, VA	4,746,450	n/a	4,746,450	326,387	211,514	537,901	5,284,351	79,372,395	-93.34
Henderson Hall, VA	25,353,063	83,123	25,436,186	34,846	924,592	959,438	26,395,623	22,477,435	17.43
Camp Lejeune, SC	60,721,438	302,769	61,024,208	9,974,871	4,005,588	13,980,459	75,004,666	37,264,963	101.27
New River, NC	29,079	n/a	29,079	557,732	980,874	1,538,605	1,567,685	23,419,329	-93.31
Parris Island, SC	18,667,488	n/a	18,667,488	2,078,029	1,736,373	3,814,403	22,481,891	1,478,350	1420.74
Camp Pendleton, CA	73,741,978	n/a	73,741,978	6,072,133	4,889,710	10,961,843	84,703,821	23,278,759	263.87
Quantico, VA	38,419,829	431,500	38,851,330	2,023,491	1,349,891	3,373,381	42,224,711	43,072,585	-1.97
San Diego, CA	33,066,109	n/a	33,066,109	243,980	2,692,666	2,936,646	36,002,755	35,886,808	0.32
Twentynine Palms, CA	25,034,364	n/a	25,034,364	2,153,713	1,313,617	3,467,330	28,501,694	22,363,361	27.45
Yuma, AZ	7,485,057	n/a	7,485,057	781,084	985,745	1,766,829	9,251,886	9,557,975	-3.20
CONUS Totals	**354,447,782**	**3,972,242**	**358,420,024**	**30,222,993**	**23,457,910**	**53,680,903**	**412,100,927**	**387,414,250**	**6.37%**

Marine Corps Overseas

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY91 Total	FY90 Total	% Change 91vs90
Camp Butler	4,203,164	n/a	4,203,164	n/a	n/a	n/a	4,203,164	3,764,360	11.66
Guantanamo Bay, HI	3,796,366	1,955	3,798,321	115,724	79,961	195,686	3,994,007	254,043	1472.18
Iwakuni, Japan	11,530,681	1,182,100	12,712,781	1,003,477	1,359,421	2,362,899	15,075,679	4,133,393	264.73
Kaneohe Bay, HI	34,183,510	1,472,820	35,656,330	3,366,103	2,979,235	6,345,338	42,001,668	14,641,139	186.87
Panama	4,501,052	761,444	5,262,497	n/a	706,624	706,624	5,969,120	34,939,891	-82.92
Camp Smith, HI	267,683	n/a	267,683	12,901	378,973	391,874	659,557	5,255,714	-87.45
Overseas Totals	**58,482,456**	**3,418,320**	**61,900,776**	**4,498,205**	**5,504,215**	**10,002,420**	**71,903,196**	**62,988,540**	**14.15%**

Marine Corps Worldwide

Store	Retail Direct	Retail Indirect	Total Retail	Services Direct	Services Indirect	Total Services	FY91 Total	FY90 Total	% Change 91vs90
CONUS	354,447,782	3,972,242	358,420,024	30,222,993	23,457,910	53,680,903	412,100,927	387,414,250	6.37
OVERSEAS	58,482,456	3,418,320	61,900,776	4,498,205	5,504,215	10,002,420	71,903,196	62,988,540	14.15
Worldwide Totals	**412,930,238**	**7,390,562**	**420,320,800**	**34,721,198**	**28,962,125**	**63,683,323**	**484,004,123**	**450,402,790**	**7.46%**

Numbers may not total due to rounding

Navy Exchange Sales
(FY91)

Summary of Sales by Retail Department

Department	CONUS	Overseas	FY91 Worldwide	FY90 Sales	FY89 Sales	% Change 91vs90
Candy & Confections/A-1	$13,037,306	$5,999,014	$19,036,320	$18,311,704	$17,958,660	3.96
Tobacco & Smoking Accessories/A-2	116,179,857	16,974,543	133,154,400	123,674,228	114,568,774	7.67
Convenience Foods/A-4	36,085,750	23,916,775	60,002,525	63,196,967	60,172,735	-5.05
Beverages (Beer and Soda)/A-6	63,987,517	41,149,138	105,136,655	105,265,102	98,536,908	-0.12
Film & Accessories/A-7	5,962,815	2,775,616	8,738,431	8,922,086	9,127,040	-2.06
Records & Tapes/A-8	19,226,600	22,171,834	41,398,434	36,963,448	32,337,101	12.00
Distilled Spirits and Wine/A-9	71,982,175	14,246,889	86,229,064	79,927,999	75,434,175	7.88
Major Appliances/B-0	5,296,483	8,630,728	13,927,211	n/a	n/a	n/a
Cameras & Photo Equipment/B-1	7,175,527	5,360,500	12,536,027	13,537,381	13,954,964	-7.40
Housewares/B-2	13,508,220	6,694,951	20,203,171	18,935,955	17,328,666	6.69
Sporting Goods/B-3	16,187,345	8,729,379	24,916,724	22,575,459	20,281,391	10.37
Electrical Appliances/B-4	25,009,451	10,206,588	35,216,039	41,919,571	38,943,983	-15.99
Consumer Electronics/B-5	77,679,950	63,614,865	141,294,815	132,322,702	115,327,419	6.78
All B Departments*/B-6	n/a	2,154,855	2,154,855	2,467,142	1,835,735	-12.66
Home Office/B-7	17,642,020	9,950,084	27,592,104	25,483,394	25,324,974	8.27
Home Furnishings & Giftware/B-8	21,347,661	17,893,053	39,240,714	34,528,363	32,644,131	13.65
Furniture/B-9	11,978,338	25,369,502	37,347,840	32,084,428	30,586,855	16.40
Luggage & Leather Goods/C-1	10,507,812	3,630,429	14,138,241	13,512,098	12,991,941	4.63
Stationery/C-2	10,575,265	3,684,121	14,259,386	13,989,285	13,527,981	1.93
Party Goods & Greeting Cards/C-3	11,871,311	5,510,077	17,381,388	16,462,311	15,399,313	5.58
Hardware & Pet Supplies/C-4	16,157,768	5,097,802	21,255,570	20,695,649	19,971,922	2.71
Toys & Wheel Goods/C-5	16,270,232	12,591,208	28,861,440	28,369,845	25,469,479	1.73
All C Departments*/C-6	1,160,361	188,117	1,348,478	1,584,074	1,326,002	-14.87
Books & Periodicals/C-7	14,293,412	5,043,824	19,337,236	19,123,523	19,278,451	1.12
Auto Accessories/C-8	20,462,029	9,123,749	29,585,778	29,862,360	29,892,235	-0.93
Garden Supplies & Outdoor Living/C-9	22,756,447	7,072,466	29,828,913	30,053,524	29,192,269	-0.75
Toiletries & Drugs/D-1	38,805,686	14,862,697	53,668,383	53,135,028	50,792,114	1.00
Jewelry/D-2	24,140,019	15,485,079	39,625,098	38,093,328	37,677,223	4.02
Household Supplies/D-3	14,020,965	6,809,768	20,830,733	20,311,368	18,208,295	2.56
Watches & Accessories/D-4	11,018,686	6,319,442	17,338,128	18,364,225	18,950,232	-5.59
Fragrances & Cosmetics/D-5	25,801,852	8,483,476	34,285,328	31,484,922	29,350,064	8.89
All D Department*/D-6	n/a	81,762	81,762	74,790	74,957	9.32
Uniforms & Accessories/E-1	54,772,991	8,956,776	63,729,767	61,998,840	58,724,266	2.79
Men's Wear & Accessories/E-2	65,459,350	22,347,706	87,807,056	86,311,759	84,133,886	1.73
Intimate Apparel/E-3	20,411,627	6,694,648	27,106,275	26,837,397	25,312,226	1.00
Domestics/E-4	16,452,632	8,047,122	24,499,754	23,147,627	21,849,137	5.84
Infants and Toddler's Wear/E-5	15,298,560	6,245,154	21,543,714	19,765,404	18,323,694	9.00
All E Departments*/E-6	n/a	821,443	821,443	777,019	940,293	5.72
Family Shoes/E-7	28,305,597	11,371,367	39,676,964	37,773,583	34,053,528	5.04
Women's Ready to Wear/E-8	36,036,566	14,254,565	50,291,131	47,321,354	45,408,699	6.28
Misc. Retail Departments*/E-9	1,205,885	1,578,136	2,784,023	2,898,160	2,510,464	-3.94
Fabrics & Sewing Accessories	n/a	1,309,607	1,309,607	1,396,083	1,523,972	-6.19
Girls Wear	9,783,888	3,725,214	13,509,102	12,269,444	11,126,390	10.10
Boys Wear	8,612,310	3,224,896	11,837,206	11,772,445	11,248,903	0.55
Total Retail Sales	**1,016,468,266**	**478,398,967**	**1,494,867,233**	**1,427,501,394**	**1,341,621,446**	**4.72%**

* These figures represent sales recorded on a single departmental key at the cash register at smaller exchanges.

Summary of Sales by Navy Exchange Service Department

Department	CONUS	Overseas	FY91 Worldwide	FY90 Sales	FY89 Sales	% Change 91vs90
Barber Shop/J-1	12,183,292	2,773,216	14,956,508	14,483,457	13,811,971	3.27
Beauty Shop/J-2	2,693,289	1,976,375	4,669,664	4,291,430	3,870,829	8.81
Gasoline/Fuel/J-3	85,526,978	32,573,101	119,100,079	127,620,737	104,320,745	-6.68
Auto Services & Labor/J-5	6,890,437	2,684,405	9,574,842	9,261,039	8,669,297	3.39
Optical/K-2	8,998,020	1,514,058	10,512,078	9,780,598	9,052,846	7.48
Flower Shop/K-3	8,125,639	2,842,900	10,968,539	10,939,804	9,479,683	0.26
Food Service/K-4	49,584,911	23,905,749	73,490,660	79,226,691	80,341,942	-7.24
Fast Food (NEX/Wendy's)	n/a	4,055,798	4,055,798	2,243,970	n/a	80.74
Laundry Dry Cleaning/M-1	14,575,910	5,375,938	19,951,848	19,879,754	20,953,433	0.36
Personalized Services/M-2	26,976,874	19,159,099	46,135,973	50,423,080	47,345,780	-8.50
Vending Machines/M-3	67,088,554	18,751,039	85,839,593	86,812,629	87,435,766	-1.12
Amusement Machines/M-7	7,808,525	1,778,533	9,587,058	14,219,026	14,621,719	-32.58
Navy Lodges	16,027,063	7,447,406	23,474,469	20,257,669	15,604,619	15.88
Retail Clothing/L1 (Navy Uniforms)	23,412,619	4,558,734	27,971,353	28,571,833	25,395,902	-2.10
Concession Sales	111,067,001	46,762,653	157,829,654	151,081,898	142,822,240	4.47
Exchange Mart (Commissary Sections)	139,012	6,524,585	6,663,597	n/a	n/a	n/a
Total Services	**290,452,429**	**118,390,211**	**408,842,640**	**429,182,219**	**399,904,011**	**-4.74%**

Navy Exchange Sales
(Excluding Navy Lodges)

CONUS	1,441,400,315
Overseas	648,110,565
Worldwide	**2,089,510,880**

Navy Exchanges generate funds to help support recreation and leisure time activities for Navy people. In 1991, Navy Exchanges throughout the world contributed a total of $80 million to Morale, Welfare and Recreation (MWR) programs. FY91 Exchange Contributions to MWR Local Commands and major claimants, $33.4 million*; Navy central recreation fund, $46.6 million*; $80.0 million*.

* Preliminary unaudited figures.

Navy Exchange/Package Store Liquor Sales

Category*	CONUS	Overseas	Worldwide
Beer and Soda (Dept. A-6)	63,987,517	41,149,138	105,136,655
Wine and Distilled Spirits (Dept. A-9)	71,982,175	14,246,889	86,229,064
Total	**135,969,692**	**55,396,027**	**191,365,719**

Navy Exchanges and Exchange operated Package Stores recorded beverage sales of more than $191 million (beer, soda, wine, and distilled spirits) during FY91. This is an overall increase of 3.3% compared to the previous year. During the fiscal year, 104 package stores were in operation at Navy Exchanges throughout the world. Package store sales generated $22.5 million for Morale, Welfare, and Recreation activities at local commands during the year.

* Detailed breakouts are available from ALA.

Navy Exchange Sales
(FY91)

Auburn NEX

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Bangor, WA	14,230,491	5,203,032	19,433,523	18,913,840	16,167,352	2.75
Bremerton, WA	13,176,271	3,322,475	16,498,746	15,089,963	13,878,551	9.34
Seattle, WA	20,203,994	2,007,929	22,211,923	21,091,098	20,572,118	5.31
Whidbey Island, WA	22,171,913	6,519,102	28,691,015	27,529,361	26,896,026	4.22
Auburn NEXCEN Totals	**69,782,669**	**17,052,538**	**86,835,207**	**82,624,262**	**77,514,047**	**5.10%**

Corpus Christi Region

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Beeville, TX	1,547,606	520,427	2,068,033	1,911,176	1,980,648	8.21
Corpus Christi, TX	8,818,436	2,014,109	10,832,545	11,070,568	10,535,517	-2.15
Kingsville, TX	1,658,399	535,837	2,194,236	1,946,064	1,948,389	12.75
Corpus Christi Totals	**12,024,441**	**3,070,373**	**15,094,814**	**14,927,808**	**14,464,554**	**1.12%**

Great Lakes Region

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Crane, IL	363,438	229,729	593,167	568,978	517,593	4.25
Glenview, IL	1,603,154	591,105	2,194,259	2,143,504	2,035,016	2.37
Great Lakes (NH), IL	567,295	1,300,036	1,867,331	1,838,864	1,948,039	1.55
Great Lakes (NTC), IL	29,667,400	15,878,486	45,545,886	52,933,597	56,789,380	-13.96
Great Lakes Totals	**32,201,287**	**17,999,356**	**50,200,643**	**57,484,943**	**61,290,028**	**-12.67%**

Jacksonville NEXCEN

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Athens, GA	2,300,327	368,278	2,668,605	2,768,168	2,587,562	-3.60
Beaufort, SC	615,955	562,416	1,178,371	1,164,072	1,062,313	1.23
Cecil Field, FL	8,219,658	3,219,563	11,439,221	13,685,389	13,346,605	-16.41
Charleston (NS/NB), SC	18,970,191	4,976,904	23,947,095	27,992,357	25,825,378	-14.45
Charleston (NRMC), SC	306,713	344,815	651,528	672,986	625,349	-3.19
Charleston (NWS), SC	9,354,075	2,440,152	11,794,227	12,180,950	10,559,866	-3.17
Jacksonville, FL	38,513,022	8,800,802	47,313,824	46,894,744	43,183,547	0.89
Key West, FL	9,212,388	2,257,058	11,469,446	10,541,565	9,144,745	8.80
Kings Bay, GA	8,025,586	4,264,802	12,290,388	12,030,572	8,129,544	2.16
Mayport, FL	15,722,221	4,959,215	20,681,436	20,906,984	20,332,479	-1.08
Marietta (Atlanta), GA	2,287,899	437,578	2,725,477	2,970,258	3,040,464	-8.24
Orlando, FL	49,626,271	14,215,088	63,841,359	72,608,125	74,014,352	-12.07
Jacksonville NEXCEN Totals	**163,154,306**	**46,846,671**	**210,000,977**	**224,416,170**	**211,852,204**	**-6.42%**

Numbers may not total due to rounding.

Norfolk VA NEXCEN

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Annapolis, Md	6,268,279	1,276,612	7,544,891	8,425,615	8,008,394	-10.45
Arlington, VA	1,846,485	123,979	1,970,464	2,276,127	1,982,333	-13.43
Bethesda, MD	15,311,413	4,954,025	20,265,438	20,770,887	18,576,956	-2.43
Brooklyn, NY	n/a	n/a	n/a	382,378	1,004,131	n/a
Brunswick, ME	9,298,683	1,649,454	10,948,137	12,064,554	10,848,657	-9.25
Cheltenham, MD	845,575	57,901	903,476	841,048	848,910	7.42
Chesapeake, VA	841,022	471,112	1,312,134	1,159,103	783,357	13.20
Colts Neck, NJ	1,161,865	329,635	1,491,500	1,365,329	1,135,850	9.24
Cutler, ME	441,439	47,722	489,161	449,458	448,482	8.83
Dahlgren, VA	773,754	847,745	1,621,499	1,583,930	1,475,603	2.37
Davisville, RI	1,381,513	11,666	1,393,179	1,392,635	1,364,658	0.04
Indian Head, MD	467,941	194,717	662,658	652,070	614,955	1.62
Lakehurst, NJ	2,598,251	234,488	2,832,739	3,235,258	3,649,488	-12.44
Little Creek, VA	33,070,454	5,611,141	38,681,595	41,217,448	45,070,087	-6.15
Mechanicsburg, PA	855,093	41,718	896,811	1,040,575	1,128,204	-13.82
Mitchel Field, NY	7,259,239	162,268	7,421,507	6,350,954	9,862,765	16.86
New London, CT	29,036,737	8,153,313	37,190,050	37,945,410	36,558,357	-1.99
Newport, RI	19,770,407	4,386,695	24,157,102	24,076,217	22,880,776	0.34
Norfolk (Naval Base), VA	54,569,672	23,747,954	78,317,626	84,011,970	73,679,178	-6.78
Norfolk (NUMOC), VA	4,722,480	n/a	4,722,480	4,934,150	4,471,378	-4.29
Norfolk (AFH), VA	863,680	808,340	1,672,020	1,864,920	2,260,049	-10.34
Patuxent River, MD	8,372,757	2,930,936	11,303,693	12,137,758	11,896,135	-6.87
Philadelphia (NS), PA	15,598,778	4,375,451	19,974,229	22,623,704	20,195,277	-11.71
Philadelphia (NH), PA	209,475	128,368	337,843	392,571	363,484	-13.94
Philadelphia (ASO), PA	631,426	8,101	639,527	592,019	563,758	8.02
Portsmouth, NH	615,927	116,529	732,456	547,164	550,191	33.86
Portsmouth (NNS), VA	8,414,461	3,403,720	11,818,181	11,901,177	10,983,330	-0.70
Portsmouth (NH), VA	1,569,076	1,224,913	2,793,989	4,254,439	4,181,475	-34.33
Scotia, NY	2,151,904	58,157	2,210,061	1,808,502	1,648,208	22.20
South Weymouth, MA	3,260,394	604,822	3,865,216	4,144,488	4,501,504	-6.74
Staten Island, NY	2,311,291	275,984	2,587,275	1,579,376	1,294,512	63.82
Sugar Grove, WV	349,041	53,563	402,604	356,641	320,624	12.89
Virginia Beach (Dam Neck), VA	3,160,309	2,079,918	5,240,227	7,098,212	7,919,771	-26.18
Virginia Beach (Oceana), VA	18,256,761	5,392,155	23,648,916	26,992,653	25,465,465	-12.39
Warminster, PA	699,704	59,767	759,471	629,813	556,803	20.59
Washington (NYD), DC	881,786	2,378,122	3,259,908	4,274,683	3,670,592	-23.74
Willow Grove, PA	5,599,232	473,172	6,072,404	5,804,145	5,773,103	4.62
Winter Harbor, ME	439,903	193,738	633,641	634,108	575,719	-0.07
Yorktown, VA	1,177,284	840,296	2,017,580	2,205,936	2,415,562	-8.54
Norfolk NEXCEN Totals	**265,083,491**	**77,708,197**	**342,791,688**	**364,017,425**	**349,528,081**	**-5.83%**

Numbers may not total due to rounding.

Oakland NEXCEN

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Almeda, CA	25,381,580	5,388,896	30,770,476	32,226,258	33,833,291	-4.52
Concord, CA	679,192	355,472	1,034,664	1,146,596	1,059,270	-9.76
Fallon, NV	3,241,257	1,569,892	4,811,149	5,059,603	4,674,142	-4.91
Ferndale, CA	176,776	91,391	268,167	276,390	244,449	-2.98
Lemoore, CA	11,407,977	3,685,806	15,093,783	16,831,243	16,333,575	-10.32
Mare Island, CA	10,327,318	3,704,696	14,032,014	16,093,303	17,370,386	-12.81
Moffett Field, CA	26,106,805	2,741,655	28,848,460	33,498,432	32,325,167	-13.88
Monterey, CA	10,902,289	2,994,391	13,896,680	14,587,142	13,746,938	-4.73
Novato, CA	6,835,188	2,151,192	8,986,380	9,192,782	9,090,093	-2.25
Oakland (NH), CA	1,717,431	1,362,565	3,079,996	2,972,438	2,827,357	3.62
Oakland (NSC), CA	624,584	267,037	891,621	795,313	750,846	12.11
Skaggs Island, CA	115,251	119,082	234,333	226,953	262,203	3.25
Stockton, CA	1,133,104	467,354	1,600,458	1,785,701	1,770,292	-10.37
Treasure Island, CA	4,816,896	1,898,856	6,715,752	7,809,726	7,672,784	-14.01
Oakland NEXCEN Totals	**103,465,648**	**26,798,285**	**130,263,933**	**142,501,880**	**141,960,793**	**-8.59%**

Pensacola Region

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Dallas, TX	11,659,561	1,194,576	12,854,137	11,964,676	10,936,225	7.43
Gulfport, MS	5,480,338	2,232,586	7,712,924	8,696,858	8,314,220	-11.31
Memphis, TN	27,443,595	9,676,802	37,120,397	40,356,919	40,281,245	-8.02
Meridian, MS	4,932,855	1,847,325	6,780,180	7,602,426	7,789,181	-10.82
New Orleans, LA	11,422,281	3,321,090	14,743,371	14,201,459	12,133,757	3.82
Panama City, FL	1,636,774	158,939	1,795,713	1,844,022	1,667,697	-2.62
Pascagoula, MS	679,128	79,491	758,619	647,565	713,458	17.15
Pensacola (NAS), FL	36,565,784	8,711,341	45,277,125	45,022,510	42,136,811	0.57
Pensacola (NTTC), FL	1,750,097	1,176,361	2,926,458	3,066,850	3,006,128	-4.58
Whiting Field, FL	3,694,957	1,724,392	5,419,349	5,441,353	4,995,314	-0.40
Pensacola Totals	**105,265,370**	**30,122,903**	**135,388,273**	**138,844,638**	**131,974,036**	**-2.49%**

San Diego NEXCEN

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
China Lake, CA	2,487,912	1,229,266	3,717,178	4,316,717	4,234,458	-13.89
Coronado, CA	4,175,275	2,670,307	6,845,582	8,557,270	8,094,390	-20.00
El Centro, CA	1,147,825	411,200	1,559,025	1,684,891	1,754,905	-7.47
Imperial Beach, CA	11,466,115	3,218,135	14,684,250	15,381,786	14,122,521	-4.53
Long Beach, CA	32,922,182	4,149,591	37,071,773	41,605,713	40,992,397	-10.90
Miramar, CA	54,085,452	12,394,676	66,480,128	67,560,476	63,380,009	-1.60
North Island, CA	21,131,535	9,156,492	30,288,027	36,064,429	35,408,024	-16.02
Point Mugu, CA	5,050,146	2,331,060	7,381,206	9,256,534	8,836,890	-20.26
Port Hueneme, CA	19,860,337	4,792,004	24,652,341	25,851,723	24,428,145	-4.64
San Clemente, CA	315,671	40,156	355,827	400,326	311,076	-11.12
San Diego (NMC), CA	3,060,548	1,280,845	4,341,393	6,075,435	5,961,554	-28.54
San Diego (NS), CA	88,562,254	16,608,633	105,170,887	102,458,881	91,517,417	2.65
San Diego (NSB), CA	2,221,787	1,325,578	3,547,365	4,928,306	4,729,457	-28.02
San Diego (NTC), CA	18,207,048	11,086,742	29,293,790	37,078,245	41,004,832	-20.99
San Diego NEXCEN Totals	**264,694,087**	**70,694,685**	**335,388,772**	**361,220,732**	**344,776,075**	**-7.15%**

Numbers may not total due to rounding.

Navy Exchange Sales Overseas
(FY91)

Alaska

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Adak	11,471,461	2,920,634	14,392,095	16,504,501	15,737,010	-12.80%

Australia

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Exmouth, West Australia	1,510,269	352,468	1,862,737	1,971,108	1,784,690	-5.50%

Bermuda

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Bermuda (NAS)	8,948,722	1,191,352	10,140,074	12,698,093	12,038,334	-20.14%

Crete

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Souda Bay	1,157,541	79,380	1,236,921	716,843	609,769	72.55%

Cuba

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Guantanamo Bay	14,870,526	4,537,203	19,407,729	20,983,328	19,397,598	-7.51%

Hawaii

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Barbers Point	20,022,926	6,874,386	26,897,312	29,775,109	29,085,182	-9.67
Honolulu	656,086	402,669	1,058,755	1,075,607	1,042,830	-1.57
Kauai	1,691,153	360,073	2,051,226	1,889,125	1,662,687	8.58
Lualualei	279,689	244,504	524,193	557,484	524,435	-5.97
Pearl Harbor	89,264,780	17,400,091	106,664,871	111,423,057	99,018,207	-4.27
Hawaii Totals	**111,914,634**	**25,281,723**	**137,196,357**	**144,720,382**	**131,333,341**	**-5.20%**

Iceland

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Keflavik	17,506,391	4,675,400	22,181,791	20,062,273	19,415,432	10.56%

Numbers may not total due to rounding.

Italy

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Gaeta	1,066,780	389,140	1,455,920	1,448,706	1,149,170	0.50
La Maddelena	2,849,954	350,387	3,200,341	2,761,188	2,384,738	15.90
Naples	28,219,926	5,923,658	34,143,584	38,186,274	34,631,221	-10.59
Pinetamare	1504599	622172	2,126,771	n/a	n/a	n/a
Sigonella, Sicily	19,194,138	5,334,749	24,528,887	23,153,625	20,179,496	5.94
Italy Totals	**52,835,397**	**12,620,106**	**65,455,503**	**65,549,793**	**58,344,625**	**-0.14%**

Japan

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Atsugi	11,839,196	3,561,437	15,400,633	15,819,150	14,772,654	-2.65
Hario	66642	15832	82,474	n/a	n/a	n/a
Sanno Hotel	4,982,643	226,477	5,209,120	5,148,662	4,736,624	1.17
Sasebo	6,854,987	2,455,374	9,310,361	8,597,190	8,806,179	8.30
Yokosuka	46,233,031	12,117,059	58,350,090	63,527,697	57,948,743	-8.15
Japan Totals	**69,976,499**	**18,376,179**	**88,352,678**	**93,092,699**	**86,264,200**	**-5.09%**

Marianas Islands

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Guam	60,127,205	13,901,681	74,028,886	69,882,038	63,213,617	5.93%

Newfoundland

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Argentia	1,835,040	674,245	2,509,285	2,208,350	1,950,975	13.63%

New Zealand

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Christchurch	786,802	26,868	813,670	741,763	597,911	9.69%

Philippines

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Cubi Point	6,293,481	2,896,033	9,189,514	9,245,447	7,288,419	-0.60
San Miguel	n/a	n/a	0	2,363,646	2,354,563	n/a
Subic Bay	34,449,950	12,378,350	46,828,300	54,231,081	46,375,747	-13.65
Philippines Total	**40,743,431**	**15,274,383**	**56,017,814**	**65,840,174**	**56,018,729**	**-14.92%**

Numbers may not total due to rounding.

Portugal

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Lisbon	715,665	n/a	715,665	716,499	748,980	-0.12%

Puerto Rico

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Roosevelt Roads	30,214,329	6,645,283	36,859,612	39,170,876	29,833,242	-5.90
Sabana Seca	2,296,461	568,678	2,865,139	3,241,219	3,059,296	-11.60
Puerto Rico Totals	**32,510,790**	**7,213,961**	**39,724,751**	**42,412,095**	**32,892,538**	**-6.34%**

Spain

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Rota	32,679,473	8,360,023	41,039,496	42,467,711	34,923,184	-3.36%

United Kingdom

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Brawdy, Wales	1,430,831	202,949	1,633,780	1,502,012	1,345,303	8.77
Edzell, Scotland	3,386,176	887,170	4,273,346	3,822,828	3,292,972	11.78
Holy Loch, Scotland	6,191,669	731,394	6,923,063	7,207,188	5,533,714	-3.94
London, England	1,159,539	267,060	1,426,599	1,535,765	1,314,684	-7.11
Machrihanish, Scotland	372,893	66,860	439,753	453,047	410,541	-2.93
St. Mawgan, England	590,721	40,750	631,471	605,648	469,344	4.26
Thurso, Scotland	799,165	114,276	913,441	923,403	673,083	-1.08
West Ruislip, England	4,373,275	550,448	4,923,723	4,747,316	3,790,519	3.72
United Kingdom Totals	**18,304,269**	**2,860,907**	**21,165,176**	**20,797,207**	**16,830,160**	**1.77%**

West Indies

Base/post	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
Antigua	796931	152378	949,309	n/a	n/a	n/a

Navy Totals

Market	Retail	Services	FY91 Total	FY90 Total	FY89 Total	% Change 91vs90
CONUS	1,015,671,299	290,293,008	1,305,964,307	1,386,037,858	1,333,359,818	-5.78
Overseas	478,691,046	118,498,891	597,189,937	598,173,179	530,752,520	-0.16
Worldwide	**1,494,362,345**	**408,791,899**	**1,903,154,244**	**1,984,211,037**	**1,864,112,338**	**-4.09%**

Numbers may not total due to rounding.